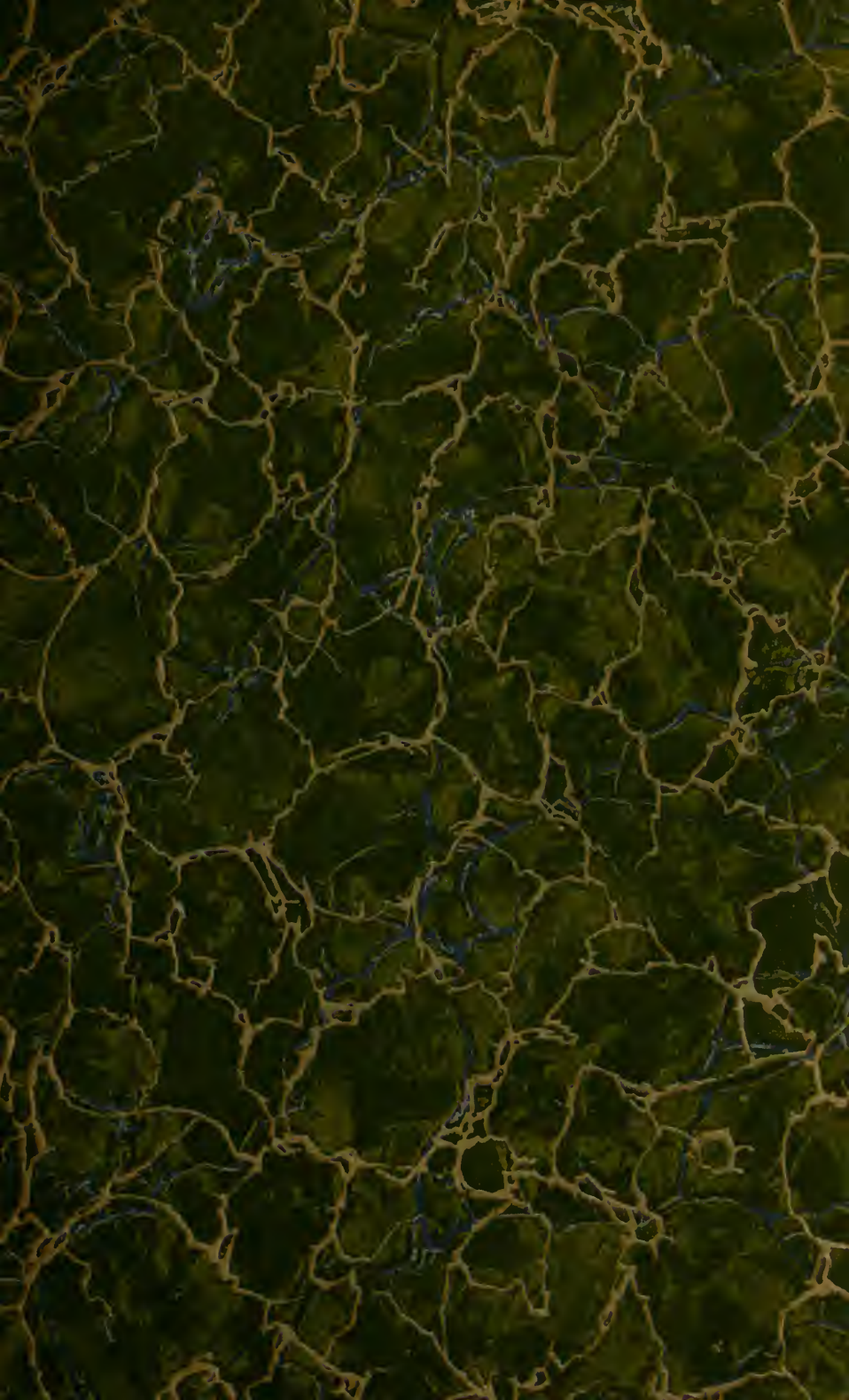

International Library of Technology

A SERIES OF TEXTBOOKS FOR PERSONS ENGAGED IN ENGINEERING PROFESSIONS, TRADES, AND VOCATIONAL OCCUPATIONS OR FOR THOSE WHO DESIRE INFORMATION CONCERNING THEM. FULLY ILLUSTRATED

MEDIUMS
CATALOGS, BOOKLETS, AND FOLDERS
DIRECT ADVERTISING
MANAGEMENT OF GENERAL CAMPAIGNS

SCRANTON
INTERNATIONAL TEXTBOOK COMPANY
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PREFACE

The volumes of the International Library of Technology are made up of Instruction Papers, or Sections, comprising the various courses of instruction for students of the International Correspondence Schools. The original manuscripts are prepared by persons thoroughly qualified both technically and by experience to write with authority, and in many cases they are regularly employed elsewhere in practical work as experts. The manuscripts are then carefully edited to make them suitable for correspondence instruction. The Instruction Papers are written clearly and in the simplest language possible, so as to make them readily understood by all students. Necessary technical expressions are clearly explained when introduced.

The great majority of our students wish to prepare themselves for advancement in their vocations or to qualify for more congenial occupations. Usually they are employed and able to devote only a few hours a day to study. Therefore every effort must be made to give them practical and accurate information in clear and concise form and to make this information include all of the essentials but none of the non-essentials. To make the text clear, illustrations are used freely. These illustrations are especially made by our own Illustrating Department in order to adapt them fully to the requirements of the text.

In the table of contents that immediately follows are given the titles of the Sections included in this volume, and under each title are listed the main topics discussed. At the end of the volume will be found a complete index, so that any subject treated can be quickly found.

INTERNATIONAL TEXTBOOK COMPANY

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MEDIUMS

FUNCTIONS, SELECTION, AND USE OF MEDIUMS

WHAT A MEDIUM IS AND DOES

DEFINITION

1. The term **medium** as used in connection with advertising means any carrier which conveys an advertising message to any one involved in the distribution, purchase, or use of the commodity advertised.

No matter how strong the message may be, the right results cannot be obtained unless that message reaches the right people and reaches them in the most effective way.

Frequently the selection of mediums is the most important, and the hardest, thing an advertiser has to decide. Even the strongest message is wasted if the wrong mediums are used to carry it, while, on the other hand, even a mediocre message has some value if placed in the proper medium. The effectiveness of every advertising message depends to a greater or less degree upon its appropriateness to the medium that carries it. In every case, the medium either adds something to, or detracts something from, the strength of the advertising.

There is no one best advertising medium—no one best kind of medium. Value, as applied to mediums, is always relative. A very valuable medium for one advertiser may be worthless for another.

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The best medium for any given advertiser is always the one that enables him to tell his story to the greatest number of those people who should know it, in the most emphatic and impressive manner, and without costing too much.

ESSENTIALS THAT A MEDIUM SHOULD POSSESS

2. There are three things which every medium must have in some degree. They are known as, first, *attention value;* second, *reader interest;* and third, *reader confidence.* Usually, the medium's value is chiefly dependent upon the measure in which it possesses these three requisites.

3. Attention Value.—No medium can have merit unless the advertisements it carries are sure at least to be seen by most of those who comprise its audience. The medium must provide the right eyes to read the advertisements it carries. And the more carefully and attentively the readers examine the medium, the greater its value to the advertiser, all other things being equal. The attention value of a medium is measured by the probability of its advertisements being seen; and the character and subject of the particular advertisement influence this probability to a varying degree in each medium.

Attention value is measured in three ways: (1) by the degree of probability that the advertisements will be seen at all; (2) by the proportion of the medium's readers that will actually look at the advertisements; (3) by the degree of attention and thought they are likely to give to the advertisements when they read them.

To illustrate: The attention value of a street-car card is relatively high, (1) because the card is almost sure to be glanced at, at least; (2) because, of the medium's entire audience, about one-half—those passengers sitting opposite—usually see the card; and (3) because those sitting opposite the card have plenty of time to study it carefully and, what is of equal importance, to think about it.

On the other hand, the attention value of a newspaper classified advertisement is relatively low, (1) because the chance

that the advertisement will be seen at all is very small; (2) because a comparatively small percentage of the whole number of readers of the newspaper ever see the advertisement; and (3) because the individual classified advertisements get little more than a fleeting glance, except from the comparatively few who search them out.

And still another illustration: A number of magazines have in recent years changed their size and form from the old standard, or book, size, in which usually all the advertisements were segregated in the front and back advertising sections, to the newer *flat* size, with pages nearly twice as large, and so made up that at least one column of every two pages, right through from cover to cover, is devoted to reading matter. This change did away entirely with the solid advertising sections, and automatically provided for opposite to, or next to, reading matter position for each advertisement carried. One of the chief reasons for this change was the realization by the publishers that the attention value of the old segregated advertising sections was not what it should be, and that the larger flat form very much increased the attention value of these magazines as advertising mediums.

4. Reader Interest.—The general term *reader interest* is used to indicate the hold that a medium has on the audience it reaches—in other words, the eagerness and enthusiasm of that audience for the medium. It is the measure of their spontaneous desire for it and of their genuine interest in it as a whole—not their absorption in some particular story in it, or in some other special feature it presents.

One of the surest ways of testing reader interest would be to get absolutely truthful answers from a representative part of the audience of the medium to some such queries as, "How much would you miss————(the medium) if you no longer saw it?" or, "How easily and willingly could you get along without it?" or, "Is it indispensable?—if so, why?"

Finally, reader interest depends chiefly upon the kind and quality of the editorial matter that the publication offers its readers. When all is said and done, the editor is really the

truest standard of measurement of the medium's value. He it is who creates and holds reader interest. He it is who endows the advertising pages with whatever power they possess. If he thoroughly understands his business, then he knows both what his reading public wants and also how to get it for them.

If he does not know his business, or if he fails to keep in close touch with the thoughts, likes, and dislikes of his readers, then reader interest inevitably falls off, and the medium's value to advertisers declines proportionately.

The greater the reader interest a medium enjoys, the greater its value to most advertisers, other things being equal.

It usually happens that mediums possessing high attention value are weak in reader interest, and while those having less attention value often offer more than average reader interest. For instance, the attention value of many trade papers is low, while their reader interest is unusually high. On the other hand, electrical advertising signs possess enormous attention value, and little, if any, reader interest.

5. Reader Confidence.—The third—and, unfortunately, usually the most rarely found—essential of an advertising medium is *reader confidence*. This is different from reader interest, in that it goes one step further, and introduces the element of *trust*. Many mediums possess reader interest in large measure, without enjoying the confidence of their audience to any appreciable extent. Certain newspapers, for instance, present their news in a highly sensational manner, in order to increase reader interest. This practice in the long run invariably decreases the confidence of their readers, who soon adopt an attitude of more or less instinctive and habitual skepticism with regard to the reliability and good faith of much that they see in that medium.

On the other hand, other newspapers and magazines have done a great deal to foster their readers' confidence, by careful, conservative, consistent, editorial policies; by judicious censoring of their advertising sections in order to protect their readers from all false, misleading, or exaggerated statements,

and their reputable advertisers from all unwholesome company; and by guaranteeing to their readers the good faith and utter reliability of all of their advertisers. This, of course, includes declining to accept the advertisements of any whom they are unable so to guarantee.

In the case of most advertising mediums, reader confidence is the important essential. That this is true is not so generally understood as it should be. It is the most important because confidence in the medium itself almost invariably automatically creates similar confidence in the advertisements in the medium. If the audience believes thoroughly in the medium, it is from the very outset a bit prejudiced in favor of the advertisers in it, rather than against them.

A firm belief on the readers' part that everything seen in a given medium is trustworthy is the most favorable attitude of mind an advertiser can possibly desire. It means that his advertising message will be taken at its par value. It means entire absence of that suspicious frame of mind which says or thinks, "Oh, it's only an advertisement!" It means an open-mindedness and a willingness to be shown, which go a long way toward making the advertising achieve its fullest purpose.

The medium, so to speak, introduces the advertiser to the audience, and, by so doing, stands sponsor for him. The advertiser and his message are accepted by the audience on the strength of the medium's indorsement and receive a welcome in exact proportion to the regard of that audience for that medium. If the medium is believed in and trusted, the advertiser and his message receive as cordial a welcome as does the medium itself. If, however, the audience has little or no confidence in the medium, then the advertiser introduced by it is under a corresponding disadvantage, and must operate from the start under the handicap of more or less suspicion.

There are some mediums that rank high in reader confidence, although they possess very little, and sometimes not any, reader interest. This is usually true of directories, for example. In their case, however, the confidence does not necessarily extend to the advertising carried, because direc-

tories are known usually to accept almost any kind of advertisement.

6. Very few advertising mediums combine, in any large measure, all three essentials of attention value, reader interest, and reader confidence. The degree in which each of these three factors is possessed by a given medium determines largely its relative value for different types of advertisers. Fortunately, not many types of advertising messages require the same combination of these three elements. In fact, a rather wide range of combinations is demanded. A retail merchant seeks chiefly attention value. A high-grade mail-order advertiser usually requires more reader confidence than anything else—the indorsement of the medium to him means a great deal. A cheap mail-order advertiser, on the other hand, is looking for attention value, as is also the promoter of any novelty. An advertiser whose task it is to introduce a new and improved method, or a superior article to replace one in common use, or whose success depends upon his ability to induce people to do, or to use, something in preference to whatever they have been accustomed to doing or to using, needs all the reader interest and reader confidence of which he can avail himself. His message requires careful, serious reading, no matter how long it takes, and also—and of even greater importance—it requires the greatest possible support and indorsement on the part of the medium.

Though mediums that possess only two, and sometimes even only one, of the elements of attention value, reader interest, and reader confidence, may have considerable value for certain advertising, it is true that the more fully a medium combines these essentials the higher the advertising rates that it can justifiably command. The fact that they offer advertisers so much of each of the three essentials is the chief reason why certain magazines for women earn consistently, year after year, advertising revenues which, in comparison with average magazine earnings, are enormous.

Time was when all advertising was nothing more than intrusion. Nowadays, the less intrusive it is, the more success-

ful it is in most cases. And the more attention value, reader interest, and reader confidence a medium has, particularly the latter two, the less intrusiveness the advertisements it carries have.

FUNCTIONS—WHAT A MEDIUM SHOULD DO

7. A medium should do three things; and the better it does them, the more valuable it is. It should, first, concentrate upon the desired market; second, involve a minimum of waste; and third, it should produce results in reasonable proportion to its costs.

8. Concentration.—Since not all advertisers aim to reach the same market, the performance of the medium in relation to concentration is not measurable by any rule that can be universally applied, but may rather be judged only in relation to individual cases and requirements. In other words, the more nearly its audience coincides with the particular market that any given advertiser desires to reach, the better medium it is for that advertiser.

An advertiser's market may be limited: (1) To a certain geographical or territorial division; (2) to a stratum or layer, or class, of society; or (3) to one sex only. These limiting factors might be considered to be the three dimensions of the market.

9. The territorial dimensions of the advertiser's market are controlled more by the nature of his business and the amount of competition he must face than by the breadth and universality of appeal of the commodity advertised. The average retail merchant, for instance, such as the jeweler, the shoe dealer, or the department-store owner or manager, advertises profitably to such people only as are located within reasonable shopping distance of his place of business. If his business is chiefly in continually rebought merchandise, and the competition in his line is severe, his market is usually confined largely to those people who live nearer to his store than to those of his competitors. The typical neighborhood drug store or corner grocery is an illustration.

On the other hand, if the advertiser be a manufacturer of a staple article of universal consumption, such, for example, as soap, coffee, or hosiery, then the only geographical limits to his market are those imposed by competitors, who may already control certain territories—usually those included within a certain radius of their factories or places of business—and by the increasing costs and difficulty of doing business farther and farther away from home. A mail-order advertiser has practically no geographical limitations, except those of transportation costs and of time required for transacting business.

10. When limitation (2)—class of society—determines the extent of the market, its normal boundaries will be created by some such considerations as the first cost, maintenance cost, appearance, pride of ownership, and utility or service of the article itself, and the breadth, intensity, and stage of development of the demand for it. A grand piano obviously will appeal to a much thinner stratum of society than a two-hundred-dollar phonograph, while this phonograph, in turn, will appeal to only the topmost stratum as compared with a fifteen-dollar machine. And it is not so many years ago that there was practically no demand at all for the more expensive phonograph; since then, the further development of the demand for phonographs has very greatly extended the boundaries of the market for them. Similarly, superfine bonbons, in imported art boxes, at a dollar and a half, two, or five dollars the pound, will appeal only to a very thin veneer of so-called "exclusive" society, while good wholesome candy at forty or fifty cents the pound will be bought gladly by most of the upper and middle-class people; and chewing gum, at a penny a stick, is popular with everybody, high and low, rich and poor.

11. Whether limitation (3)—sex—will influence the extent of an advertiser's market depends on the commodity or service advertised. It is essential, however, in this connection to discriminate between the primary and the secondary markets.

It is not well enough understood that the market which must be reached by the advertising comprises, primarily, the *purchasers* of the goods advertised. The actual users of the goods, in cases where they are not themselves the purchasers, are of only secondary importance as a factor in the market. Consequently the primary market for food products, for instance, consists almost entirely of women, because they buy practically all of the food, although they actually consume less of it than do the men. Here the men constitute the secondary market, but in this case the secondary market is important.

When it comes to automobiles the conditions are exactly reversed, the men forming the primary market, and the women the secondary. Sometimes both markets are of equal importance. In such cases, however, they usually respond most readily to well-differentiated types of appeal.

It is very rare that an advertising medium is able to offer to an advertiser an audience that coincides closely with his whole market as determined by the limiting factors, territorial requirements, class of society, and sex. Territorial considerations often eliminate from consideration all except strictly local mediums, and usually none of these can offer an audience that, as to strata and sex, even approximates the requirements of a prospective advertiser's market. It is desirable that the audience should coincide with the market; therefore, in practice, the nearer the audience comes to so coinciding, the more valuable to the advertiser is the medium through which the audience is reached.

12. Avoidance of Waste.—Because no medium ever presents to an advertiser an audience that is one hundred per cent. perfect for that advertiser's message, a certain degree of waste must always be taken for granted.

All other things being equal, that medium best performs its proper functions which offers the least percentage of waste to each of the greatest number of prospective advertisers. And that medium is best for a given advertiser which obliges him to buy, along with the valuable part of its audience, the smallest possible part which to him represents waste.

Strictly speaking, it cannot be surely said that any circulation or distribution of an intelligently prepared advertising message is absolutely of no effect, even though it be outside the boundaries of the advertiser's natural market.

Like bread cast upon the waters, practically all advertising ultimately comes back, oftentimes in some obscure, indirect way, and not infrequently without the advertiser in the least realizing it. Except in cases where the advertising is harmful, the return takes the form of obstacles removed and resistance reduced.

The point is that while no good advertising is really lost, some advertising is of far greater and more quickly returned value than is other advertising. The wise advertiser places his advertising in those mediums which offer to him the greatest percentage of certainty and immediately valuable circulation with the least percentage of circulation whose value for him is undetermined and questionable, or, at best, slow-acting—in other words, the minimum of what is, relatively speaking, waste.

13. Production of Satisfactory Results. — It is obvious that a medium must do its work at a reasonable cost to the advertiser; otherwise, he cannot afford to use it.

There is no fixed standard by which to determine what in all cases would be a satisfactory ratio of returns or results to the cost of advertising in a given medium. The cost that one advertiser can afford to pay for a certain amount of returns may be entirely prohibitive for another advertiser whose cost of doing business is higher or whose margin of profit is less.

For example, each of two advertisers might invest $500 in advertising and, as a result, each might sell goods to the amount of $2,000. If one man's cost of goods and expense of handling them were $1,000 besides the cost of advertising, his profit would be $500. If the other man's expense and costs amounted to $1,500, he would have no profit after paying for his advertising.

Each advertiser, therefore, must decide for himself what amount of returns or results he must get from his advertising

expenditure in order to make it profitable; that is, the ratio between advertising expenditure and results. Then he must decide, as best he may, what mediums can give him such results or better.

Experience may show that certain mediums give results much better than the necessary minimum. In such cases, if the advertising appropriation is limited, it would be good business policy to drop some of those that showed results only slightly above the necessary minimum and to concentrate expenditures on the better paying ones. On the other hand, if the number of mediums were limited, it might be advisable to use all that showed results above the minimum in order to produce a desired total amount of business.

Of course, the accurate checking up of the results obtained by any medium is at best a difficult undertaking. Often it is wholly impossible, as, for example, in the case of general-publicity advertising. Under such conditions the results can only be measured indirectly. This is best done by taking account of the degree to which the medium possesses the three essentials, of attention value, reader interest, and reader confidence, and the degree in which it performs the other two functions, of concentrating on the desired market and of minimizing waste. From these data it should then be possible to estimate whether the advertising value of a medium is equal to the cost of using it.

CLASSIFICATION AND DESCRIPTION OF MEDIUMS

14. The Various Kinds of Mediums.—There are almost as many different kinds of advertising mediums as there are different kinds of people in the world. Comparatively few of this great number of mediums have much commercial importance. Circulation statements giving the circulation by states may be had for weekly and regular standard monthly publications, also for women's, agricultural, trade, professional, and technical publications. These statements are similar in form to the one shown in Fig. 1, which is that of a very large national weekly.

Table I shows the distribution, according to strata of population, of four leading national weeklies.

The better class of publications belong to what is called the Audit Bureau of Circulation, and furnish audited statements

Circulation Statement of a Leading National Weekly

Average Circulation for six-months' period 1901013

Mail Subscribers (Individual)	656	440	BROUGHT FORWARD	1895	590
Net Sales through Newsdealers	1236	187	Advertising Agency		832
			Exchanges and Complimentary. Samples		168
TOTAL NET PAID	1892	627	Canvassers	1	350
Term Subscriptions in Bulk		46	Employees	2	703
Single Issue Sales in Bulk		378	File Copies		570
TOTAL NET PAID INCLUDING BULK	1893	051			
Correspondents					
Advertisers	2	539	TOTAL DISTRIBUTION	1901	013

Net paid circulation by states

STATE	MAIL SUBSCRIBERS		NEWSDEALERS		STATE	MAIL SUBSCRIBERS		NEWSDEALERS	
Maine	5	460	8	240	Indiana	15	877	34	683
New Hampshire	2	835	4	453	Illinois	37	678	94	526
Vermont	3	070	3	248	Michigan	27	365	49	918
Massachusetts	23	534	54	621	Wisconsin	17	265	20	997
Rhode Island	3	425	7	576	Minnesota	16	438	30	718
Connecticut	9	007	20	429	Iowa	20	603	29	895
NEW ENG. STATES	47	331	98	567	Missouri	16	575	36	462
New York	60	752	139	835	North Dakota	7	390	5	773
New Jersey	16	392	35	522	South Dakota	5	896	6	525
Pennsylvania	47	084	91	307	Nebraska	11	307	15	928
Delaware	1	405	1	993	Kansas	10	615	19	759
Maryland	6	612	14	079	MIDDLE STATES	228	675	421	702
Dist. of Columbia	4	428	14	987	Montana	10	165	12	432
EAST. STATES	136	673	297	723	Wyoming	2	485	2	299
Virginia	9	760	16	715	Colorado	10	526	17	070
North Carolina	6	910	10	574	New Mexico	2	777	4	843
South Carolina	4	807	9	004	Arizona	3	011	6	921
Georgia	7	777	18	240	Utah	2	536	7	727
Florida	4	997	13	282	Novada	1	004	2	481
SO. E. STATES	34	251	67	815	Idaho	4	444	6	498
Kentucky	7	713	10	544	Washington	15	144	32	067
West Virginia	6	351	9	528	Oregon	9	582	14	547
Tennessee	7	014	13	021	California	35	584	95	895
Alabama	5	113	13	272	WEST. STATES	97	258	202	580
Mississippi	4	386	7	163	Unclassified				
Louisiana	4	071	10	905	UNITED STATES	610	267	1228	330
Texas	19	408	45	594	Canada	28	322	90	724
Oklahoma	7	320	20	697	Alaska & U. S Poss.	5	721	2	669
Arkansas	4	703	9	209	Foreign	5	107	14	799
So. W. STATES	66	079	139	933	Miscellaneous				
Ohio	41	657	76	518	GRAND TOTAL	649	417	1336	512

FIG. 1

of their circulations to their subscribers. Many advertisers are members of this Bureau and send direct to the Bureau for the statements.

TABLE I

DISTRIBUTION OF CIRCULATION ACCORDING TO STRATA OF POPULATION

	In Towns of 5,000 and Under	In Cities of 5,000 to 10,000	In Cities of 10,000 to 25,000	In Cities of 25,000 to 100,000	In Cities of 100,000 or Over	Canada—Foreign and Miscellaneous	Total
NATIONAL WEEKLY No. 1							
Circulation	522,223	144,896	200,502	301,784	669,182	147,342	1,985,929
Percentage of total	26.7	7.2	10.0	15.1	33.6	7.4	
NATIONAL WEEKLY No. 2							
Circulation	330,272	82,568	117,059	183,949	331,318		1,045,166
Percentage of total	31.6	7.9	11.2	17.6	31.7		
NATIONAL WEEKLY No. 3							
Circulation	266,509	75,358	91,900	117,631	367,599		918,997
Percentage of total	29.0	8.2	10.0	12.8	40.0		
NATIONAL WEEKLY No. 4							
Circulation	148,090	31,995	51,649	70,845	154,489		457,068
Percentage of total	32.4	7.0	11.3	15.5	33.8		
Grand total	1,267,094	334,817	461,110	674,209	1,522,588	147,342	4,407,160
Percentage of total	28.8	7.6	10.4	15.3	34.5	3.4	

Mediums may be grouped into ten important classifications, most of which have a number of subdivisions. Arranged in descending order of importance, the principal kinds of advertising mediums are as follows: (The publications in each group are arranged alphabetically.)

1. MAGAZINES AND PERIODICALS

Weeklies

General
- Collier's
- Leslie's
- Saturday Evening Post

Humorous
- Judge
- Life

Review and Comment
- Independent
- Literary Digest
- New Republic
- Outlook

Specialized
- Christian Herald
- Scientific American

Standards

All are monthlies except as noted. These include the large sizes sometimes called flats.

General
- American
- Cosmopolitan
- Everybody's
- Hearst's
- McClure's
- Metropolitan
- Sunset

Literary
- Atlantic Monthly
- Century
- Harper's
- National Geographic
- Scribner's

Review and Comment
- Current Opinion
- North American Review
- Review of Reviews
- World's Work

Fiction
- Ainslee's
- All Story (Weekly)
- Argosy (Weekly)
- Munsey's
- Popular (Semimonthly)
- Red Book

Popularized Science
- Electrical Experimenter
- Illustrated World
- Popular Mechanics
- Popular Science Monthly

Outdoor
- All Outdoors
- Field and Stream
- Forest and Stream
- Hunter-Trader-Trapper
- National Sportsman
- Outdoor Life
- Outer's Book
- Outing

Motion Pictures
- Motion Picture Classic
- Motion Picture Magazine
- Photoplay

Women's Publications

All are monthlies, except as noted.

General

Delineator
Designer
Good Housekeeping
Ladies' Home Journal
McCall's
Pictorial Review
Woman's Home Companion
Woman's Magazine

Rural

American Woman
Comfort
Farmer's Wife
Holland's Magazine
Home Life
People's Home Journal
People's Popular Monthly
Southern Woman's Magazine
Today's Housewife
Woman's World

Specialized

Modern Priscilla
Mother's Magazine
Needlecraft

Agricultural Publications

There is a long list of agricultural publications. Some are national in scope, such as The Country Gentleman, the Farm Journal, and Successful Farming. A number are sectional, such as The Progressive Farmer, circulating largely in the Southern States; The Farmer, of St. Paul, Minn., circulating to a large degree in the Northwest; and Farm & Ranch, circulating in Texas and the Southwest. The others, too many to list, have their appeals mainly in a certain state or states.

Some of these publications are specialized into divisions such as dairy farming, livestock raising, fruit growing, poultry raising, and power farming. The larger number of the agricultural publications are weeklies, some are semimonthlies, and a few are monthlies.

Mail-Order Publications

These are papers carrying a preponderance of mail-order advertising. All are monthlies except as noted.

Capper's Weekly (Weekly)
Chicago Ledger and Saturday Blade (Weekly)
Grit (Weekly)
Gentlewoman
Hearth and Home and Good Stories
Home Friend
Household
Household Guest

Juvenile Publications

All are monthlies except as noted.

American Boy
Boys' Life
Boys' Magazine
St. Nicholas
Youth's Companion (Weekly)

Trade Publications

Practically every trade or industry has its own publication or publications. Some of these are strong enough to be powerful national

influences; others are hopelessly weak. Each of the following trades supports several good trade papers:

Advertising
Agents
Agricultural Implements
Architecture and Building
Auctioneers
Automobiles, Gas Engines, etc.
Awnings, Shades, Tents, etc.
Baking
Barbers and Hairdressers
Barrels, Boxes, and Packages
Blacksmiths and Horseshoers
Books, Book Trade, and Writers
Bottling
Brick, Tile, etc.
Building Management
Butchers and Meat Packers
Carriages and Harness
Cement and Concrete
Cleaning and Dyeing
Clothing and Furnishing Goods
Coal, Coke, etc.
Confectionery and Ice Cream
Contracting, Excavating, etc.
Cotton
Drug, Oil, Paint, etc.
Dry Goods
Electrical
Export Trade
Express
Fertilizer
Financial and Banking
Fisheries and Fish Culture
Five- and Ten-Cent Goods
Florist and Floriculture
Forestry and Irrigation
Fruit and Produce Trade
Furniture, Upholstery, and Carpets
Fur Trade, Trapping, etc.
Grocery, General Merchandise, etc.
Handle Trade
Hardware
Hay and Feed
Hotel, Restaurant, etc.
House Furnishing Goods
Ice and Refrigeration
India Rubber Trade
Insurance
Jewelry, Watchmaking, Optical, etc.
Journalistic
Laundry
Liquor and Anti-Prohibition
Lumber and Woodworking
Mail-Order Trade
Mechanical and Engineering
Metal Trades
Milk and Milk Products
Millinery
Milling, Flour, Grain, etc.
Mining
Musical and Music Trade
Newsdealers
Notions and Fancy Goods
Painting and Decorating
Paper
Patents and Trade Marks
Petroleum and Natural Gas
Plumbing, Heating, Ventilating, etc.
Pottery and Glass
Printing and Typographic
Railroad
Real Estate
Seed and Nursery Trade
Sheet-Metal Working
Shipping, Marine, and Waterways
Shoe and Leather
Soap and Perfumery
Soda Fountain
Stationery and Office Equipment
Stone, Monuments, etc.
Sugar and Sugar Beet
Talking Machine Trade

Textile Fabrics
Threshing Trade
Tobacco
Toys and Novelties
Trunks, Leather Goods, etc.
Undertakers
Water and Gas Supply
Window Dressing
Wool Growers and Dealers
Miscellaneous

Professional and Technical Publications

The professional and technical publications in many cases represent a high order of editorial and publishing excellence. They are read more carefully than most of the trade publications, and frequently wield great influence. The more important professions and technical interests served by such publications include the following:

Architecture and Building
Automobile, Gas Engines, etc.
Books, Book Trade, and Writers
Business and Office Methods
Contracting, Excavating, etc.
Dental
Dramatic and Theatrical
Educational
Electrical
Fashion
Landscape Gardening
Legal
Mechanical and Engineering
Medical
Metal Trades
Nursing, Hospitals, etc.
Scientific
Veterinary

Class and Class-Interest Publications

All are monthlies except as noted.

Association Men
Country Life
Garden Magazine
Harper's Bazar
House Beautiful
House and Garden
Nation's Business
Normal Instructor — Primary Plans
Physical Culture
Red Cross Magazine
Rider and Driver (Fortnightly)
Spur (Semimonthly)
System
Theater
Town and Country (Three times a month)
Travel
Vanity Fair
Vogue (Semimonthly)

The foregoing are some of the leading class publications. In addition to them is a very long list of periodicals devoted to some one class interest or another. It is obvious that the appeal of such publications must necessarily be rather confined and their influence correspondingly narrowed and restricted. Some of the more important special interests and classes which have their own publications follow:

Aeronautic
Agnostic, Free Thought, etc.
American Indian
Antiquarian, Numismatic, Philatelic, etc.
Anti-Tuberculosis

Architecture and Building
Art
Athletics and Physical Culture
Automobile, Gas Engines, etc.
Bee Keeping
Blind, The
Books—Trade and Writers
Boy Scouts
Business and Office Methods
Cement and Concrete
Chess and Checkers
Children, Care of
Civil Service
Collegiate
Commercial and Industrial
Commercial Travelers
Cooperative Trading
Country Life
Deaf, The
Dogs and Domestic Pets
Dramatic and Theatrical
Educational
Fashion
Firemen and Police
Food and Culinary
Good Roads
Historical
Home Management
Horse, The
Hygiene and Sanitation
Labor
Liquor and Anti-Prohibition
Military and Naval
Mining
Motor Boating
Moving Pictures
Municipal Government
Negro
New Thought
Patents and Trade Marks
Patriotic, Anti-Clerical, etc.
Patriotic Societies
Philanthropic and Humane
Photographic
Phrenological
Postal
Printing and Typographic
Prohibition and Temperance
Psychological
Railroad
Railroad Guides, etc.
Real Estate
Safety
Scientific
Single Tax
Sociological
Sports and Pastimes
Stenography and Typewriting
Travel
Woman's Interests
Woman Suffrage
Woman Suffrage (Anti)
Women's Clubs
Miscellaneous

Religious Publications

There are many religious publications and they may be classified under the heads:

General
Sectarian and Juvenile

Fraternal Publications

There are some half dozen fraternal organizations which boast of publications of influence and merit. They are as follows:

Ancient Order of United Workmen
Elks
Improved Order of Red Men
Independent Order of Odd Fellows
Knights of Pythias
Masonic

2. NEWSPAPERS

Dailies

Daily newspapers are classified as Morning, Evening, and Sunday. The aggregate circulation of daily and Sunday papers in the United States and Canada, as given in the American Newspaper Directory and Annual for 1919, is as follows:

Aggregate circulation of Evening Papers..... 21,600,000
Aggregate circulation of Morning Papers..... 12,763,000

Aggregate circulation of all dailies..... 34,363,000
Aggregate circulation of Sunday Papers..... 17,233,000

Fig. 2 shows a circulation statement of a metropolitan daily.

Circulation Statement of Metropolitan Daily

Daily average circulation for six-months' period after all returns are deducted;
Average for Morning or Evening does not include Sunday circulation

DISTRIBUTION	MORNING		EVENING		SUNDAY	
City (Total)	207770				192746	
Carriers (Regular)						
Dealers & Ind Carriers						
Street Sales						
Counter Sales						
Mail Subs	173				175	
Total City		207943				192921
Suburban						
Carriers (Regular)						
Agts. Dlrs. and Ind. Carr.	52667				58879	
Mail Subs. (Incl. R. F. D.)	3233				627	
Total Suburban		55900				59508
Total Local (City & Sub'n)		263843				252427
Country						
Agents and Dealers	49341				152284	
Mail Subs. (Incl. R. F. D.)	26054				29446	
Total Country		75395				181730
TOTAL NET CASH PAID		339238				434157
Bulk Sales (Average)						
Total Net Paid (Including Bulk)						
Subscribers in arrears over one year						
TOTAL						
Advertisers	136				212	
Employees	584				606	
Correspondents						
City Employees						
R. R. & P. O. Employees	6				9	
Total Service Copies		726				827
Advertising Agencies	196				283	
Exchanges	118				151	
Complimentary	24				27	
Sample Copies						
Office Use and Files	425				780	
Total Unpaid Copies		763				1241
TOTAL DISTRIBUTION		340727				436225

FIG. 2

TABLE II

CIRCULATION DATA OF VARIOUS CLASSES OF PUBLICATIONS

	Total for United States and Territories			Canada and Newfoundland			Total		
	1917	1918	1919	1917	1918	1919	1917	1918	1919
Number of towns in which papers are published	11,035	10,884	10,461	735	726	728	11,770	11,610	11,189
Number of towns which are county seats	2,913	2,928	2,920				2,913	2,928	2,920
Daily publications	2,514	2,465	2,428	152	139	134	2,666	2,604	2,562
Triweekly publications	69	79	74	6	4	5	75	83	79
Semiweekly publications	590	532	483	45	43	39	635	575	522
Weekly publications	16,165	15,635	14,771	1,003	964	964	17,168	16,599	15,735
Fortnightly publications	69	78	62	3	3	4	72	81	66
Semimonthly publications	284	280	283	29	24	21	313	304	304
Monthly publications	3,250	3,261	3,073	226	216	224	3,476	3,477	3,297
Bimonthly publications	95	124	108	3	4	3	98	128	111
Quarterly publications	317	349	345	13	12	15	330	361	360
Miscellaneous publications	34	39	37	1	1	1	35	40	38
Total of all issues	23,387	22,842	21,664	1,481	1,410	1,416	24,868	24,252	23,074

Courtesy of the American Newspaper Directory and Annual

Weeklies, Semiweeklies, Triweeklies, Etc.

In Table II are given data regarding the number and distribution of newspapers published at various intervals

Foreign-Language Publications

Of the many important foreign-language publications in the United States, most of the more influential are printed in some one of the following languages:

Arabic
Bohemian
Bulgarian
Croatian
Finnish
Flemish-Belgian
German
Greek
Hollandish
Hungarian
Italian
Japanese
Lithuanian
Norwegian and Danish
Polish
Portuguese
Ruthenian
Slovak
Spanish
Swedish
Yiddish

Normally, there are all told about 750 foreign-language papers in the United States, printed in 30 different foreign languages.

3. OUTDOOR ADVERTISING

Posters
Billboards
Painted Displays
Painted bulletins:
(*a*) Boards; (*b*) Field signs
Painted walls
Illuminated displays
Electric Signs
Tacked Signs and Banners
(Made of steel, tin, wood, fiber, oilcloth, canvas, muslin, or waterproof cardboard, for fences, sheds, trees, posts, etc.)

4. STREET-CAR ADVERTISING

5. DIRECT-MAIL ADVERTISING

Letters and letter systems
Circularizing dealer's lists of prospects
Catalogs
Booklets
House organs
Calendars
Folders and leaflets
Package inserts
Miscellaneous: As blotters, mailing cards, cut-outs, etc.

6. STORE AND WINDOW DISPLAYS

Window Displays
Trims, strips, streamers, cut-outs, pasters, decalcomanias, transfers, dummy cartons, facsimiles of goods, etc.

Counter Cards
Easels, stands, hangers, etc.

Signs

Tin, enameled iron or steel, fiber, wood, oilcloth, canvas, and muslin store signs and flange signs, banners, pennants, etc., both lithographed and printed.

Miscellaneous Dealer Helps

Steel display racks, silent salesmen, silent demonstrators, sales cabinets, price tickets, delivery package labels, clerks' order books, employes' caps and aprons, etc.

7. MOTION PICTURE ADVERTISING

Slides
Films
Special displays

8. PROGRAMS, TIME TABLES, MENU CARDS, ETC.

Theater
Church, high school, fair, circus, etc.
Exposition, convention, etc. (including convention souvenirs)

9. DIRECTORIES, REGISTERS, AND ANNUALS

Telephone directories
City and business directories
Annuals of all sorts, including trade directories and registers

10. NOVELTIES, SPECIALTIES, PREMIUMS, ETC.

Under this heading belong almost innumerable articles. Among the more important are the following:

Ash trays
Bracelets
Bureau sets
Balloons
Books of all kinds
Clocks
Chinaware
Cuff links
Carpet sweepers
Cigar cutters
Clothes brushes
Caps and aprons
Curtains
Desk sets
Dolls
Fans
Flash lights
Freight cars (for packing companies, oil companies, etc.)
Glasses
Glassware
Glass and metal emblems
Guide books
Hand bags
Hat brushes
Hotel luggage stickers
Ivory goods of all kinds
Ice picks and shavers
Jewelry of all kinds
Knives
Kitchen implements and appliances
Leather goods of all kinds
Lump-sugar wrappers
Match-box holders
Maps
Pens
Pencils
Pencil sharpeners
Pillow tops

Pins
Phonographs
Pictures
Post cards
Pocketbooks
Pennants
Paper cutters
Pad calendars
Rings
Silverware
Statuettes
Small tool sets
Small rubber goods of all kinds
Safety razors and stroppers
Salesmen's autos
Sides, tops, and backs of delivery wagons and trucks
Toys
Thermometers
Telephone lists and indexes
Theater curtains
Watches
Watch fobs
Wrapping paper and string

15. Expenditures for Advertising.—The relative importance of the different classes of mediums as indicated by the amounts expended for advertising in or by means of them, is shown in the accompanying tabulation of Estimated Approximate Total Advertising Expenditures for 1917.

SELECTION OF MEDIUMS

BASIC PRINCIPLES OF SELECTION

16. The judicious selection of advertising mediums is perhaps the most difficult single undertaking, and at the same time the most important one, that advertising involves. It looks easy. But a great number of advertisers have found out, too late, that it presents countless snares and pitfalls. Probably as many advertising failures have resulted from unwise selection of mediums as from any other one source. And the sums of money absolutely wasted through this cause alone unquestionably run high up into the millions of dollars.

Because it appears to be such a simple matter, and because it is so easy to go wrong, are the very two reasons why wise and experienced advertisers rely almost entirely upon the trained and seasoned judgment of their advertising agents in all matters having to do with the selection and use of advertising mediums.

There is no magic rule of thumb for the selection of advertising mediums. There are, however, two or three funda-

ESTIMATED APPROXIMATE TOTAL ADVERTISING EXPENDITURES, 1917

MAGAZINES AND PERIODICALS:			
Weeklies—			
11 Leaders (named on page 14)		$ 24,000,000 (1)	
Standards—			
15 Leaders of those named on page 14	$ 6,000,000 (1)		
Balance of the 37 named	4,500,000 (2)	10,500,000	
Women's Publications—			
15 Leaders of those named on page 15	14,000,000 (1)		
Balance of the 21 named	1,500,000 (2)	15,500,000	
Agricultural Publications—			
100 Leaders	15,000,000		
All others	5,000,000	20,000,000	
Mail-Order Publications—			
8 Leaders (named on page 15)	2,000,000		
All others	1,000,000	3,000,000	
Juvenile Publications—			
5 Leaders (named on page 15)	1,000,000	1,000,000	
Business Publications—			
Trade, Professional, and Technical		40,000,000	
Class and Class-Interest Publications—			
9 Leaders of those named on page 17	3,000,000 (1)		
Balance of the 18 named	2,000,000 (2)		
All others	1,000,000	6,000,000	
Religious Publications	3,500,000		
Fraternal Publications	1,500,000	5,000,000	
Total			$125,000,000

(1) Total of 50 leading publications (named)	$ 47,000,000
(2) Total of other 50 named publications	11,000,000
Total of all named publications	58,000,000
Total of remaining magazines	7,000,000
Total of all magazines	65,000,000
Total of all agricultural publications	20,000,000
Total of all business publications	40,000,000
Total magazines and periodicals	$125,000,000

NEWSPAPERS:			
Local Advertising—			
Department stores	$ 75,000,000		
Balance local	240,000,000	$315,000,000 (3)	
National Advertising		85,000,000 (4)	
Total			$400,000,000 (5)

(3) Of this figure, about $5,000,000 went into foreign-language papers
(4) Of this figure, about 4,000,000 went into foreign-language papers
(5) Of this figure, about $9,000,000 went into foreign-language papers

OUTDOOR ADVERTISING:			
Posters and Billboards		$ 20,000,000	$ 40,000,000
Painted Displays		20,000,000	14,000,000
STREET-CAR ADVERTISING			150,000,000 (6)
DIRECT-MAIL ADVERTISING			

(6) Of this figure about $7,000,000 went into house organs of which there are well over 1,000 established ones.

STORE AND WINDOW DISPLAYS			$ 5,000,000
MOTION PICTURE ADVERTISING:			
Films		$ 500,000	1,000,000
Slides		500,000	6,000,000
PROGRAM, TIME TABLES, MENU CARDS, ETC.			4,000,000
DIRECTORIES, REGISTERS, AND ANNUALS			
NOVELTIES, SPECIALTIES, PREMIUMS, ETC.:			
(Including calendars and advertising signs)			25,000,000
Grand Total			$770,000,000

mental principles of a broad, general nature, which should be thoroughly understood.

17. The first important principle in selecting a medium is: *Eliminate all personal preference and bias.* Perhaps this seems too obvious to merit comment. But right here is where many inexperienced advertisers have run on the rocks. It is unsafe for an advertiser to argue that just because a certain medium makes a strong appeal to him, it will, therefore, make an equally strong appeal to others.

Tastes in publications differ as widely as do tastes in neckties, or in millinery. Temperaments are as varied as are pocketbooks. Likes and dislikes know neither law nor uniformity. To argue that one medium is better than another for advertising purposes because it happens to strike one's individual fancy more favorably, is as fallacious as it is dangerous.

18. The second general rule for selection is: *Base judgment on proved facts only.* Nowadays there is practically no disposition on the part of the owners of most of the more important advertising mediums to withhold from advertisers or prospective advertisers complete and accurate information with regard to those mediums and their relative value for advertisers.

In fact, conditions have undergone such a change for the better that today dependable mediums try to outdo each other in the preparation and presentation of data of one kind or another. Inevitably, a great deal of the data so furnished is more or less prejudiced and colored. More often than not this is due to the natural and irrepressible enthusiasm, on the part of the medium's spokesman or representative, for his own publication as distinguished from all other mediums.

This is merely another form of the salesman's uncurbed zeal for sales. Instinctively, and often quite unconsciously, the most favorable possible aspect is given to the situation. Points of strength are stressed and overemphasized; points of weakness are ignored, if possible, otherwise glossed over or "explained." Also, it is unfortunately still true that now and then a medium is presented to advertisers under false claims

and with untrue statements. Particularly is this the case as regards circulation methods and accomplishments.

In either case, whether the statements made are merely exaggerated and warped out of their correct proportions, or whether they are actually and maliciously falsified, the advertiser will avoid costly errors if he confines his analysis to *proved facts,* and bases his selection on them only.

19. The third rule for the general selection of mediums is: *Consider every case strictly in relation to its own individual requirements.* This is perhaps the most vital point of all. The value of any medium is relative, depending upon the extent to which it satisfies the special and particular demands of the case in point. A medium might be regarded as the dominant advertising medium of America and carry an amount of advertising far exceeding any of its competitors, yet, comparatively speaking, only a few, a very few, of the more than ten thousand general advertisers of the country might find it a good medium even, much less the best medium, for their respective businesses.

Value, as applied to advertising mediums, is measurable only in terms of specific instances, never in generalities. The mediums which an advertiser is to use must be selected on the sole basis of that particular advertiser's requirements and purposes.

GENERAL TESTS

20. Questions to Be Considered.—When an advertiser has finally reached the stage of deciding in what advertising mediums to invest his appropriation, there are several tests that he can apply to such mediums as seem suitable, in the endeavor to eliminate any that do not possess intrinsic merit for his advertising. These several tests are as follows:

1. *What is the basic, underlying purpose, mission, or reason for existence of the medium—the real WHY of it?* There is a very direct relationship between the mission of a medium and its advertising value. Usually the more substantial and permanent and worth while a medium's underlying

purpose is, the stronger medium it is for advertising. There are, of course, many mediums whose sole reason for existence is frankly to carry advertising, and whose advertising value is not thereby diminished. Billboards and letters and other direct-mail pieces are good examples. There are, however, some publications whose true reason for existence is actually—but very rarely admittedly—the carrying of advertising. This real reason is usually carefully hidden under professions and claims of a lot of fine-sounding but superficial aims and missions. For the most part, the best mediums for advertising purposes are those which already stand highest in their respective fields—those whose reason for being is most clearly defined and most fundamental; and those which are obliged to depend least, both for their popularity and for their mere physical existence, upon the advertising patronage that they enjoy. Particularly is this true of periodicals, including both magazines and newspapers. In this field, it is well to be suspicious of any medium whose chief function or excuse for existence appears to be the carrying of advertising.

2. *Who stands back of it? Why?* Often the real status of a medium is revealed by learning who are its real owners, and what interests they are chiefly desirous of making the medium subserve. Helpful and sometimes unexpected sidelights on the worth of a medium are frequently obtainable in this manner.

3. *Editorially, what is the medium, and what does it stand for?* This test of course is applicable only to periodicals. What the medium is, quite largely determines who its readers will be and just how much it will mean to them. The general character of the contents of a magazine or newspaper gives a pretty reliable gauge both of its audience, or constituency, and of its influence upon that audience. A virile, vigorous general editorial policy attracts strong, progressively-minded readers. Editorial alertness usually finds its parallel in unusual receptivity and absence of prejudice on the part of the readers. A sane, authoritative editorial treatment inspires the confidence of the readers and increases their loyalty toward the medium. And in each instance the opposite kind of policy means the opposite kind of medium and influence.

4. *By what methods is the medium's circulation secured? How much has it, and where is it?* (The term *circulation* is here used in its broadest interpretation, which makes its significance almost identical with that of *audience*.) The method of securing circulation largely determines its character. Broadly speaking, the more natural, spontaneous, and voluntary the circulation of a medium is, the greater the value of that medium for advertising purposes. It is always well to make sure just what percentage of the total circulation of a medium may fairly be considered natural and voluntary. Any and all sorts of unnatural or highly forced methods for securing circulation are becoming more and more discredited by advertisers. One normal, free-will, self-started subscriber or reader is worth more to the advertiser than several of the other kind, that have been enticed to subscribe by some premium, special cut-price inducement, silver-tongued subscription agent, or other form of momentarily irresistible pressure.

It must be understood, of course, that sales efficiency in the circulation department of a publication is as necessary and as legitimate as is sales efficiency in any other commercial undertaking. In one sense, *all* circulation is more or less forced. The point is, that circulation secured by highly intensified and strenuously applied selling methods is likely to be less in harmony with the underlying ideas and concepts of the publication, and therefore less responsive to the appeal of the advertisements it carries. In other words, the less the principle of *natural selection* is tampered with, the greater will be the community of interest between editor and reader, and, accordingly, the greater will be the reader interest and the reader confidence which that medium has to offer to advertisers.

In comparison with the kind or quality of circulation that a a medium has, the quantity of it is of secondary importance. The essential thing is to be certain that the quantity quoted or claimed represents none but bona-fide, full paid-in-advance subscribers, and net news-stand and street sales, in the case of periodicals, and on careful, disinterested estimates—based so far as possible on actual counts made under average conditions—in the case of other kinds of mediums.

The "where is it" of circulation is the least important of its three dimensions. It must be known, however, in order to measure the value of a medium for any individual advertiser, as only on such knowledge can the percentage of waste circulation be fairly and accurately computed.

5. *What is the general character of the medium's advertising patronage?* The advertising carried by a medium is, as a rule, a helpful guide to its value, but it should not be depended on too much, because mediums are still, in numerous instances, selected unwisely and unscientifically. Often, however, the kind of advertising carried, and the average amount of it, form a supplementary yardstick with which the probable worth of the medium in any given case may be approximately measured.

The advertising carried also presents evidence as to the care with which the owners or proprietors protect their readers from fraud and quackery. And since the degree of censorship is more or less closely associated with the important factor of reader confidence, an additional sidelight is thus secured on the attitude of the readers toward the medium.

6. *What has been the experience of other advertisers in the use of the medium for purposes similar to the case in point?* It is not enough to know about the various successful campaigns the medium may have to its credit. If precedents are to be cited, their value will depend upon the degree in which the peculiar conditions and demands of the instance referred to correspond with those of the case in question. As no two advertising problems present exactly the same circumstances, this test is not conclusive, though it may give some suggestions that will be of value in connection with other information.

PROCEDURE IN MAKING SELECTION

21. Methods Employed.—The simplest and safest method of procedure in choosing the mediums of publicity in any particular case is as follows:

1. Analyze the requirements of the case as to mediums; that is, determine what qualities they must possess in order to be most valuable.

2. Rate the various possible mediums in order of primary importance, secondary importance, and supplementary, in accordance with the degree in which each of them satisfies the requirements of the case.

3. Determine for each medium of primary and secondary importance the most efficient unit of use—space, position, colors, or whatever it may be—and the necessary thoroughness of use, that is, continuity, repetition, or duration, of showing.

4. Eliminate from the list by cutting out the less valuable mediums to meet the limits of the advertising appropriation.

22. Analysis of Requirements.—The qualities ordinarily demanded, in some degree, and in some one form or another, in advertising mediums are practically all included in the following list. They are arranged in descending order of average importance, and the nature and application of each are indicated by questions such as would arise in determining the extent to which a given case would be influenced by the quality mentioned.

1. *Elasticity:* The term elasticity, when applied to an advertising medium, refers to its capability of focusing a message upon a given field—larger or smaller, as required. It depends on the concentration or scope of the medium, and is the quality that enables the medium to satisfy the varying demands of many different advertisers along lines indicated by such questions as: How much and what territory must be covered? What kind of folks, or what stratum of population, should be reached? Which sex? What ages?

For instance, newspapers, as a medium, possess far greater elasticity than magazines. For newspapers permit of covering any given territory, large or small, and that territory only. Magazines do not. And newspapers enable an advertiser to reach any desired level of society, or either sex independently of the other, with just as much, if not more, accuracy than is possible with magazines, with this exception, that women's magazines unquestionably offer far greater sex specialization than does any other general type of medium in existence.

2. *Adaptability or Flexibility:* This quality enables a medium to fill widely varying requirements of such a nature as are suggested by the questions: When? How often? With how large space? At what cost? Here again newspapers are obviously richer than magazines. Newspapers may be used as frequently or as seldom as needed, with almost any sized space desired, and at almost any cost. One newspaper may be used or ten thousand, one city covered or the entire country.

3. *Thoroughness of Covering:* The thoroughness with which a medium covers its field must be considered, in connection with such questions as: Is a selective or a universal appeal desired? An intensive cultivation of the field, or a broadcast, generalized, dissemination? If selective, what is the basis of selection?

4. *Effectiveness of Impression:* How deep in should the impression be made to sink? How far home must the message be driven?

5. *Continuity of Impression:* How often should the story be hammered in? How much does it gain, or lose, by repetition?

6. *Lifetime of Appeal:* How sturdy and long-lived is it? How long must it last before being repeated?

7. *Mechanical Possibilities:* Must photographs be used? Life-size reproductions? Color? Special artistic or typographical effects?

8. *Immediacy or Speed:* How quickly must the message be transmitted? How frequently varied or revised?

EXAMPLE OF SELECTION OF MEDIUMS

STATEMENT AND ANALYSIS

23. Conditions of the Case.—To illustrate the actual process of analyzing requirements as to mediums, consider the hypothetical case of a manufacturer of high-grade oleomargarine, which is sold to the retail grocery trade through territorial distributors or jobbers, and which enjoys a good distribution

throughout the manufacturer's home state and a rather thin distribution throughout the adjoining half dozen or more states. It has never been advertised to either trade or consumers. The sales of the product are seriously retarded by the almost universal prejudice against oleomargarine. Investigation has established the fact that the great middle class offers the best field for developing increased business; neither the very poor nor the very rich are, comparatively speaking, worth consideration. The product itself is of irreproachable excellence, and is giving splendid satisfaction to those people who have been persuaded to try it. There is at hand a great abundance of strong sales-argument and prejudice-destroying material. The name and trade-mark are good, the carton has been so improved that it is now quite satisfactory, the sales and distributive machinery is in first-class working order. An advertising appropriation of $60,000 has been made, which must cover the first year's work in its entirety.

In other words, the manufacturer, working hand in glove with his competent and experienced advertising agents, has made all the preliminary arrangements necessary for wholly preparing himself and his business for advertising. The immediate step is the selection of the mediums to be used to carry the message.

24. Analysis of Requirements.—Study of the conditions indicates that the qualities required of the mediums in this particular case are, in order of importance: (1) Effectiveness of impression; (2) continuity of impression; (3) elasticity—concentration both as to territory and as to strata of population; also, to a limited extent, as to sex; (4) flexibility; (5) thoroughness of covering; (6) mechanical possibilities; (7) lifetime of appeal; (8) speed.

25. Effectiveness of impression is the first requisite, because the breaking down of deep-rooted prejudice is at the very best a slow and difficult undertaking. The strongest kind of sales argument will be required. To secure the best results, each separate advertisement should present a relatively large

amount of instructive and interesting text matter, aided and supplemented by attractive illustrations. Usually there should be at least two of these for each piece of copy—one reproducing the carton, in order that the reader may easily recognize it when she sees it, and the other visualizing, and thereby further emphasizing, some point made in the text. The direct indorsement of the medium carrying the advertising would be of course a valuable help, particularly if the prestige and the standard worth of the article advertised are thereby implied and inferred.

26. Continuity of impression is the second quality demanded. Prejudice requires gradual wearing away. It never yields suddenly or readily. To replace suspicion with confidence is the work of months, not days. Just as the constant dropping of water affects stone, so constant repetition and reiteration of the important facts about this brand of oleomargarine will in time convert even the most cautious and indifferent antipathy and suspicion into favor and regular purchase.

27. Elasticity is obviously the third requisite. The audience to which the advertising is addressed must correspond with the present or immediately prospective sales field of the product itself. In other words, the medium must possess a circulation that is not only largely concentrated, but also is concentrated along the very same lines as is the field for the sales of the product. This is true both of territorial concentration and of concentration as regards strata of population, and, to a certain extent, as regards sex.

It is apparent that all circulation outside of the states in which this oleomargarine is for sale represents almost entire waste, at least until such time as the field of sale of the product shall have been extended to include these other states. Similarly, all circulation going to the very poor or the very rich classes of society will prove of relatively little value as compared with middle-class circulation. And, also, since oleomargarine is almost always purchased by women, man-reaching

circulation will be less desirable than woman-reaching. It happens, however, that this is less true in the case of such a commodity as oleomargarine than it would be for most other food products Men are of no little importance whenever it is a matter of overcoming distrust and prejudice. This is due to their greater open-mindedness and sense of fairness, and the fact that they are usually more susceptible to the appeals of fact and logic, and, accordingly, apt to be less governed by prejudice than are women.

28. Flexibility is the fourth requirement of this case. It is essential that a more vigorous advertising effort be made at the outset than will be necessary later on. Furthermore, throughout the hot summer months and during the Christmas holiday season, when innumerable other and more seasonable appeals are being pressed, it will be well to omit for a time all advertising effort. Also it is probable that certain cities will need a great deal more advertising and perhaps the use of larger space units than will others. Special effort will doubtless be desired, for instance, in those cities in which are located the territorial distributors of this product, and from which their salesmen radiate. Important commercial centers should receive more attention than intermediate and subordinate points. So it is highly important that the medium be flexible, decidedly flexible, in order that the use made of it may be exactly adapted to the needs of the case.

29. Thoroughness of covering stands next in order among the requirements. There is no reason or excuse for passing over any part of the available market. The medium must present the message to all the various elements involved in the distribution, purchase, and consumption of oleomargarine. The field must be thoroughly covered.

30. The **mechanical possibilities** of the medium comprise the sixth requirement. It is quite desirable to present the carton, in which the oleomargarine is packed, in its exact colors. Artistic and eye-appealing layouts and typography are much to

be preferred. And because the message is addressed chiefly to women, it is important that the general effect of the advertisements be as attractive and pleasing as possible. Photographic or half-tone reproduction, however, is not required in this case.

31. Lifetime of appeal, and immediacy or speed of action, the two remaining demands, are in this particular instance of comparatively minor importance. Of course the longer each advertisement retains its freshness, the more valuable it will be. And quickness of action is always desirable. But neither of these matters is of very great moment in the present case.

RATING OF POSSIBLE MEDIUMS

32. Relative Importance.—The relative importance of the various requirements of the case as to mediums having been determined by analysis, the next step is to rate the various possible mediums in order of primary importance, secondary importance, and supplementary importance, according to the degree in which each of them satisfies these requirements.

Evidently, the first requirement, *effectiveness of impression,* is best satisfied, in descending order, by magazines, newspapers, and direct mail advertising; the second, *continuity,* in similar order, by newspapers, outdoor advertising, street-car cards, and window and store displays; the third, *elasticity,* by newspapers, direct mail advertising, and window and store displays; the fourth, *flexibility,* by newspapers, direct mail advertising, and displays; the fifth, *thoroughness,* by newspapers, outdoor advertising, street-car cards, direct mail work, and novelties, specialties, etc.; the sixth, *mechanical possibilities,* by magazines, outdoor advertising, street-car cards, direct mail advertising, and window and store displays; the seventh, *length of life,* by magazines, outdoor advertising, and street-car cards; and the eighth, *speed,* by newspapers.

Considering the relative importance of these several requirements, and the relative degree in which each is fulfilled by the

several types of mediums, the final rating given each class, in this particular case, will be as follows:

Primary: Newspapers;

Secondary: Direct mail advertising, and window and store displays;

Supplementary: Outdoor advertising, street-car cards, novelties, specialties, etc.

There are very strong reasons for using magazines, chiefly because of the effectiveness of impression they have to offer—especially their very valuable assets of reader confidence, and of the prestige-insurance and quality-indorsement which they give to their advertisers. Magazines have another strong claim on the score of mechanical possibilities. But the inelasticity of this type of medium, resulting in wholly prohibitive waste, and consequent expense, renders it out of the question to use magazines at the present stage of the territorial expansion of this particular business.

DETERMINING THE MOST EFFICIENT UNITS OF USE AND THE NECESSARY THOROUGHNESS OF USE

33. Utilization of Primary Mediums.—Newspapers having been selected as the primary mediums for this oleomargarine advertising, the next question is, just how, and how heavily, shall newspapers be used—in other words, which individual papers, and with what units of space and frequency?

Here again, as in many other cases, the question must be answered solely on the basis of the requirements of the situation.

Some cities, like some types of mediums, are of considerably greater importance, for one reason or another, than others, and may be termed, for present purposes, *primary cities,* while others, by contrast, may be considered *secondary cities.* The character of the cities themselves, their importance as newspaper centers, as grocery distributing factors and as commercial and trade concentration points, generally, together with the size of their trading districts and the wealth and accessibility

of the surrounding rural districts dependent upon them and of which they form the logical centers, are the chief factors that determine in which class, from an advertising standpoint, a given city belongs.

Furthermore, there are a number of cities, located in states in which this brand of oleomargarine is sold, in which existing local conditions, either of distribution or of possible demand, are such as to make the advertising of oleomargarine in them at the present time unwise.

Three different types of cities are therefore presented. In the cities of primary importance, a very thorough covering is desirable. The two or three or four strongest newspapers, depending on local newspaper and oleomargarine conditions, should therefore be used. In secondary cities, the one strongest paper will probably prove sufficient. And in all other cities of course no paper at all will be employed.

34. Because effectiveness of impression is the most important requirement, the space used must be relatively large, at least at the start. This is particularly true in view of the fact that the advertisements will not have the supporting benefit of any considerable degree of reader confidence in the mediums carrying them. They must therefore depend for their power to convince almost entirely upon their own forcefulness and impressiveness. Large space units will help considerably in this, by enabling the advertisement to dominate effectually the entire page upon which it appears.

But a continuation of large-space advertisements will very soon exhaust the available money, so after a few large advertisements at the start, it will be wise to use smaller space to carry on the campaign. The necessary continuity of impression—which is the second most important requirement of the case—is thus supplied, and without exorbitant and unwarranted expense.

In the final analysis, and after all the existing conditions have been duly considered, some such schedule of space and frequency units as the following will probably be found most effective:

Week	Space	Insertions Per Week	
		Schedule 1, for Primary Cities	Schedule 2, for Secondary Cities
First	60 in. (15 in.×4 cols.)	1	1
Second	40 in. (10 in.×4 cols.)	1	1
Third	4 full columns	1	1
Fourth	21 in. (7 in.×3 cols.)	2	1
Fifth	21 in. (10½ in.×2 cols.)	2	1
Sixth	21 in. (7 in.×3 cols.)	2	1
Seventh	48 in. (12 in.×4 cols.)	1	1
Eighth to Eleventh, Inclusive	21 in. (7 in.×3 cols.) (or 10½ in.×2 cols.)	2	1
Twelfth	48 in. (16 in.×3 cols.)	1	1
Thirteenth to Sixteenth, Inclusive	21 in. (7 in.×3 cols.) (or 10½ in.×2 cols.)	2	1
Seventeenth	48 in. (12 in.×4 cols.)	1	1
Eighteenth to Twenty-second, Inclusive	21 in. (7 in.×3 cols.) (or 10½ in.×2 cols.)	2	1

Figured on a column depth of 21 inches, which is about average for city newspapers of the type in this campaign, the total space called for by this schedule is exactly 1,000 inches, or 14,000 lines, in the case of the primary cities, and 664 inches, or 9,296 lines, in the case of the secondary cities. Owing to the varying depths of column measurements in different papers, the actual total lineage will not be exactly the same in all papers.

At card rates prevailing at the time this is being written, the total cost of running this schedule for a total of 22 weeks, in the best newspapers for the purpose in the various primary and

secondary cities which have been selected in the territory throughout which the oleomargarine company operates. amounts to almost exactly $50,000.

This covers the cost of inserting Schedule No. 1—the heavier one, for primary cities—in 29 newspapers located in 24 different primary cities, and Schedule No. 2—the lighter one—in 87 newspapers located in 6 primary cities and 71 secondary cities, a total of 116 papers and 95 cities, of which 24 are primary cities, and 71 secondary. In each of 21 cities two newspapers are necessary for thorough covering, 11 of these cities being primary cities and 10 secondary. And in 6 of the 11 primary cities sufficient thoroughness is secured by giving the second newspaper the lighter schedule only—that is, the schedule regularly intended for secondary cities.

35. Utilization of Secondary Mediums.—The question of the most efficient ways of using the mediums of secondary importance—direct-mail advertising, and window and store displays—next should be considered.

1. *Direct-Mail Advertising:* The most necessary form of direct-mail work in the present case is a booklet, telling the true story of this brand of oleomargarine—how it is made, of what ingredients, what virtues and special advantages it possesses, why and how it should be used.

Reference will be made to these booklets in all the advertisements and a copy will be offered to any one who will write for it. Reasonable quantities of them will be given to the dealers, for distribution over their counters, and for envelope stuffers to be included with their monthly statements to customers. Also, they will be mailed direct, under certain conditions, to selected customers of the more important dealers selling this oleomargarine.

Because of this broadcast distribution, a large edition of these booklets will be required. Also, because of the nature of the subject, and the purpose of the booklet, color printing should be utilized to the fullest possible extent. Probably the final printing order will be for an edition of one million booklets, size $3\frac{1}{4}\times6\frac{1}{4}$ inches, consisting of 24 pages and cover,

printed in six-color offset throughout, using offset stock, basis 25×38−50, for the interior, and offset stock, basis 25×38 −100, for the cover, to be trimmed flush and two-wire stitched, at a total complete approximate cost of $20,875.

Another necessary piece of direct-mail work is a simple little folder or leaflet, written to, and for the benefit of, the retail clerks in the stores where this oleomargarine is sold. This leaflet is intended to explain to them the various selling arguments that have proved most effective in connection with this brand of oleomargarine, the best methods of overcoming customers' prejudice, the most tactful ways to introduce the product to customers who are not familiar with its merits, and so on. Also this leaflet will outline to the clerks the details of the advertising campaign, and the reasons why they individually should cooperate in it.

These leaflets will be the same size as the larger booklet, 3¼×6¼ inches, and will consist of eight pages with self cover, pages one, two, seven, and eight being printed in two colors, balance one color. On India-finish antique stock, basis 31×41 −90, trimmed flush and two-wire stitched, these will cost, in a one hundred thousand lot, approximately $625 complete.

In the particular case of this oleomargarine campaign, because of the closeness and frequency of contact between the salesmen and the distributing trade, both jobbers and retailers, these two booklets are the only form of direct-mail work needed.

In other cases, various other forms of mail work might be required, both to familiarize the trade with the details of the advertising campaign, and to supplement and reinforce the advertising to prospective consumers that appears in the primary mediums.

It is rather unusual for no direct-mail pieces to be called for as part of an advertising campaign. Generally from one to three special folders or broadsides, featuring the importance of the advertising to the dealer, and of the dealer to the advertising, are mailed to the retail and jobbing trade (present and prospective), supplemented by from one to a dozen follow-up letters, cards, and other forms of special mailing pieces.

2. *Window and Store Display Material:* The more valuable forms of window and store display material in the case under consideration are as follows:

A *store card*, in full colors, about 11×21 inches in size. This rather larger-than-usual size permits any dealer, who so desires, to run the card in his local street cars; of course, before so doing he has been sure to have his own name and address prominently imprinted. In quantities of ten thousand these cards will cost approximately $900.

A large, handsome *cut-out*, lithographed in seven colors, on twelve-ply cardboard, 14×22 inches in size, and equipped with easel back to enable it to stand alone. This is designed to form the central piece of dealers' window displays. In lots of five thousand, the total cost will be in the neighborhood of $2,000.

Three *window pasters*, lithographed in six colors, and comprising one center panel, or window strip, about 12×48 inches in size, for the upper middle of the window, and two correlated side panels, or columns, of about the same dimensions, the designs of which face each other, to be used in the two sides of the window. The cost of five thousand of each of these three pasters, or fifteen thousand in all, will be about $1,200.

A *decalcomania transfer sign*, for dealers' windows or glass doors, to identify the stores that carry the brand of oleomargarine in question. In three-thousand lots, these decalcomanias, about 7×9 inches in size, in five colors, will cost about $500.

An exterior *steel flange sign*, lithographed in seven colors, size 14×20 inches (this includes the 2-inch flange), for the outside of oleomargarine dealers' stores. In three-thousand lots, these will cost approximately $1,950.

Three designs for *lantern slides*, and two hundred slides of each design, at an aggregate cost of about $120. To this should be added about 5 cents extra for each set of three, or a total of about $10 extra, for imprinting the name of the local dealer.

Another one hundred dollars or so will be required for an adequate supply of *dummy cartons*, for window display use by dealers handling the line.

Under this same general heading of window and store display and dealer helps may be mentioned a couple of closely associated matters. One such is the furnishing of a complete electrotype service—including electros of the carton and the brand name, in several different sizes—for dealers' use in their local advertising in newspapers and on circulars, bills, memorandum pads, etc. The total cost of this will not exceed $100. And perhaps the most vital point of all is the preparation of the portfolios for the oleomargarine salesmen to carry and show to the dealers upon whom they call. These portfolios depict and visualize every phase of the company's advertising efforts, including reproductions of the actual copy that is to be run in the primary mediums; a list of the mediums that will carry this advertising, with a detailed statement of their circulation; reproduction of the various dealer helps, such as the electros, slides, and the various types of display material; and so forth. About 150 of these portfolios will be needed, in order to provide one for each oleomargarine salesman. They will cost approximately two dollars apiece, or a total of $300.

Added up, all these various items included under the broad head of store and window displays and general sales helps aggregate an estimated cost of about $7,180.

ELIMINATION

36. Bringing the Expenditures Within the Appropriation.—The fourth and final step in the selection and determination of mediums is to begin at the bottom of the list of proposed or desired mediums and eliminate upwards, until the total expenditure is brought within the limitations of the original appropriation.

In the case under consideration the general rating of the different types of mediums has been determined upon as follows:

Primary: Newspapers;

Secondary: Direct-mail advertising, and window and store displays;

Supplementary: Outdoor advertising, street-car cards, novelties, specialties, etc.

The most efficient methods of utilizing these several mediums have been determined upon as follows:

Newspapers: A twenty-two weeks' campaign in 116 papers, aggregating 1,000 inches each in 29 of them, and 664 inches each in the remaining 87, at a total cost of just about $50,000.

Direct-Mail Advertising: A twenty-four page booklet costing, for an edition of one million copies, approximately $20,875; and an eight-page leaflet, costing for an edition of one hundred thousand approximately $625; a total for direct-mail work of about $21,500.

Window and Store Displays: Store card, cut-out, two window pasters and one window strip, transfer sign, steel flange sign, three lantern-slide designs and 600 slides, electrotype service, dummy cartons, and 150 salesmen's portfolios, at a total cost in the neighborhood of $7,200.

These items added together make the total estimated expenditure about $78,700.

37. It is apparent at once that, as listed, the primary and secondary mediums will require all of the available money, if they are to be used efficiently and to best advantage. In other words, there will be no money left over, this first year, for the supplementary mediums; namely, outdoor advertising, street-car advertising, novelties, specialties, etc. Of course, there should always be a certain reserve fund for advertising emergencies of one sort or another; probably before the year is over each of these supplementary mediums will be used to a certain extent—just why, when, where, and how to be determined by circumstances and conditions as they arise.

But in this case it is not going to be enough merely to eliminate those mediums which stand at the very bottom of the list. In order to get the total cost within the limits of the appropriation, it is going to be necessary further to cut down the expense by still other eliminations from the list.

Because of the particular importance, this first year, of the various secondary mediums, it would be quite unwise to

attempt to save money in the use made of them. The large item for the booklets, for instance, cannot well be reduced. A striking, impressive, carefully prepared booklet is of first importance, and the quantity needed is great. Furthermore, to try to save money by cutting down the quantity would increase the cost per booklet, as only by large press runs can real economy be secured in matters of this kind. Of course the direct-mail advertising expense another year will be only a small part of what it is this first year.

To try to save money in the matter of store and window display material would be equally injudicious. Here again, the old adage of "Penny wise and pound foolish" applies forcefully. No advertising campaign of this sort could attain anything like the success it should and could have, unless the display work done in the store and the influence exerted upon the dealer are both adequate and effective.

The present instance is somewhat exceptional in that so large a part of the total first year's expenditure is directed into secondary mediums rather than primary. It should be remembered, however, that most of this basic foundation work had never been put in before, that no advertising structure can grow soundly and solidly without it, and that in succeeding years a much larger proportion of the total appropriation will be expended in those mediums which actually reach out into the highways and byways of commerce and tell the story of the desirability of the product directly to the consumer in her home.

It must never be forgotten, however, that advertising, like an iceberg, reveals to the observer only a small part of its immense structure. In each case the hidden part is the vital part. Just as that one-tenth of the iceberg which the human eye can see owes its existence solely and wholly to the nine-tenths which is invisible, because under the water, so the visible and apparent factors in advertising—the printed advertisements in the periodicals—depend absolutely for their success upon the unseen and generally unknown and unsuspected foundation work which has been put in, in the form of dealer efforts and merchandising plans and projects.

So there remains, in this particular case, no other alternative than to cut down the sum of money to be spent in the primary mediums. It will hardly be safe to do this by either shortening the length of the campaign, or by reducing the units of space and frequency. Too much is at stake to justify any half-way procedure. There is accordingly nothing left except to postpone, until another year, the opening up of those territories and cities which are of lesser immediate importance. In other words, the list of cities must be cut down a little. Just how this can be done most judiciously, and with the minimum sacrifice of effectiveness, depends wholly upon the local oleomargarine-market conditions obtaining in the different cities and territories. Accurate and detailed knowledge of such conditions forms the only sound basis upon which this cutting can safely be undertaken.

In the case under consideration, careful checking up of local marketing obstacles and aids finally resulted in the elimination of nine primary cities, in which it had been planned to use 10 papers carrying the heavier schedule and 4 papers carrying the lighter one, and of 30 secondary cities in which the earlier plans had called for 35 papers carrying the lighter schedule.

As finally approved, therefore, the newspaper list was constituted as follows: Nineteen newspapers, receiving the heavier schedule, located in 15 primary cities, and 52 newspapers, receiving the lighter schedule, located in 4 primary cities and 41 secondary cities. This makes a total of 71 papers, and 56 cities, of which 15 are primary and 41 secondary. In each of 15 cities 2 papers are needed, 8 of these being primary cities and 7 secondary. Half of these 8 primary cities require the heavier schedule in both papers, while the other 4 are well covered by giving only one paper the heavier schedule and the second paper the lighter one.

The total cost of the 22 weeks' campaign in these 71 newspapers, at their card rates in force at the time of writing this, is approximately $30,300. It will be seen, by comparison with the original plans, that this figure reduces the year's expenditure by about $19,700, bringing down the total—including all secondary as well as primary mediums—to about $59,000.

This is sufficiently under the total appropriation of $60,000 to leave just barely enough margin for safety, and for such emergency expenditures as unforeseen conditions may render desirable, later on in the year.

USE OF MEDIUMS

38. The subject of the use of advertising mediums is as broad as all advertising itself. This is not the place to attempt any comprehensive discussion of this all-inclusive topic. A good deal has necessarily already been said with regard to it, in connection with the consideration that has been given to the functions and characteristics of the various types and kinds of mediums, particularly in the discussions of the comparative advantages of different classes of mediums, the various peculiarities of their use, and the underlying principles governing their competitive selection. Such further treatment of the subject as shall be here undertaken accordingly will be very brief and very general in its nature and application. Effort will be made only to outline the chief fundamentals and to explain the basic rules.

COPY SUITABILITY

39. So far as practicable, the advertising message that a selected medium is to carry should be adapted and made as appropriate as possible to that particular kind of medium.

This applies both as regards the substance and the form of presentation of the message. That is, of all the many kinds of appeal and of all the various sales arguments in favor of the commodity advertised, those particular ones should be singled out for use in a given medium which will make the strongest impression upon the readers of that one medium. And similarly, those arguments should be arrayed and presented in that physical form which will produce the most telling effect upon the audience to which these arguments are addressed.

In other words, both the style and the atmosphere of the copy should *fit*—be in thorough keeping with both the nature

of the commodity advertised and with the character of the medium used. Whenever possible, the advertisement should "observe the occasion"—speak the language of the reader, play upon his special weaknesses, anticipate and annihilate his particular objections, galvanize into favorable action his pet excuses for inaction.

LUZIANNE coffee
Luzianne and Corn Pone
—Yum-Yum!
LUZIANNE
COFFEE
The Reily-Taylor Co.
"When It Pours, It Reigns"
WHEN you see your mammy, Honey, bringin' in the coffee and the pone, you can tell before you taste it that the coffee's Luzianne—sure-nuf—by the whifs a-streaming, steaming in the air.
It's the coffee—Luzianne—you remember and you hanker after it until you get another cup.
Luzianne Coffee (your grocer has it) comes put up in tins. Try it tomorrow morning for breakfast. If it isn't all you expect, you can get your money back.
Luzianne for aroma, fragrance and snap. Try it.
35032 A

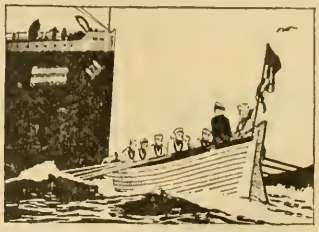
Fig. 3

Sometimes it is desirable to carry this principle of copy specialization right down to its logical conclusion—in other words, individual treatment for individual cases. This is rarely desirable, except when only a very few mediums are to be used, or when the space and cost unit is large enough to warrant the

additional expense of preparing specially adapted copy for each medium on the list.

Fig. 3 shows the adaptation of the copy to use in a Southern newspaper, Fig. 4, the copy made suitable for a navy magazine, and in Fig. 5 the copy is suitable to a motion-picture publication. So there may be advertisements that fit each class of publications just a little better than they do those of any other, whether they be trade, technical, agricultural, or class publications.

40. A good illustration of specialized copy is afforded by certain trade-paper and business-paper advertising of the National Cash Register Company. This advertising is so well specialized that the several publications devoted to each different trade or industry or division of commerce — and literally hundreds of them



"Give 'way"

If RYZON and the RYZON Baking Book are assisting in the galley, there is good reason to heave-to on the oars when shore-leave is over.

RYZON
THE PERFECT BAKING POWDER

and its mate the RYZON Baking Book make baking better and safer. RYZON is healthful and efficient. The Baking Book is accurate—all recipes are given in weights and level measurements.

Good grocers supply these books.

To any U.S. Army or Navy mess officer, who requests it on his official stationery, we will send free a copy of the RYZON Baking Book priced at $1.00

GENERAL CHEMICAL CO.
FOOD DEPARTMENT
NEW YORK

FIG. 4

Flickerless Light with this Lamp

NATIONAL
MAZDA

It has been certain from the beginning that there would one day be a NATIONAL MAZDA lamp with which motion pictures could be projected at a practical cost.

Here it is.

This lamp gives an *absolutely flickerless light!*

It sharpens and steadies the pictures. Once focused, it requires *no adjustment.* It leaves the operator "nothing to watch but the film," and he is therefore able to devote all his attention to giving you better pictures.

It reduces the fire hazard. It does not, like other illuminants used in projecting pictures, contaminate and overheat the air in the operator's booth and threaten his health.

Because of these many advantages, NATIONAL MAZDA will rapidly supplant the older light sources in motion picture projection—*just as it has supplanted them practically everywhere else.*

For full information about this new lamp or for help on any theater lighting problem, write your supply house or Nela Specialties Division, National Lamp Works of General Electric Co., 136 Nela Park, Cleveland, Ohio.

FIG. 5

are used by this advertiser some years—each and all carry specially prepared copy, which presents to those engaged in that particular trade or industry the special reasons why

"This N. C. R. statement tells exactly how I stand"

Mr. Banker—

The merchant whose store is equipped with the N. C. R. system deserves your special credit consideration.

With this system the merchant has complete control of his business.

A National Cash Register enforces a correct unchangeable record of every store transaction.

It enforces accuracy and prevents mistakes.

The N. C. R. credit file tells at all times how much is tied up in outstanding accounts.

This complete N. C. R. store system protects the merchant's profit and makes him a good credit risk.

It enables him to give you a full and reliable statement of his business.

An N. C. R. Receipt makes every customer the merchant's inspector.

35332

Bankers and wholesalers find it profitable to protect their loans by recommending the N. C. R. system.

The National Cash Register Company
Dayton, Ohio

FIG. 6

National cash registers are indispensable in that particular kind of business or industry. The article advertised remains unchanged—the basic proposition itself is always essentially

the same. But the individual appeal developed is in each and every case specialized and focalized upon the particular readers to whom it is addressed.

A hotel checking system that "checks"

The N. C. R. checking system is positive, quick and accurate.

(1) It prints amounts on checks in large, legible figures.

(2) Amounts are printed in a straight column making it easy for guests and cashier to read.

(3) It is very fast.

(4) It protects the house against collusion.

(5) It protects your good will with guests by preventing overcharges.

(6) It provides an instant balance when watches are changed.

(7) It enables owner, manager or auditor to check records from registering adding wheels—no pencil or other records that can be changed.

(8) It classifies the business—cigar counter, bar, kitchen and so on.

(9) It can quickly be adjusted to meet special rush in any department.

For these reasons, you should instal the N. C. R. checking system. Fill and mail coupon today.

THE NATIONAL CASH REGISTER COMPANY, DAYTON, OHIO

National Cash Register Company, Dayton, Ohio

Please send me at once full particulars about the N. C. R. checking system that "checks."

Name_____

Address_____

85532 A

FIG. 7

Fig. 6 shows cash-register copy as prepared for a bankers' magazine, Fig. 7 for hotel men's trade papers, and Fig. 8 for automobile trade papers.

41. In one of the advertising campaigns of the Globe-Wernicke Company, specialized copy was prepared for each one

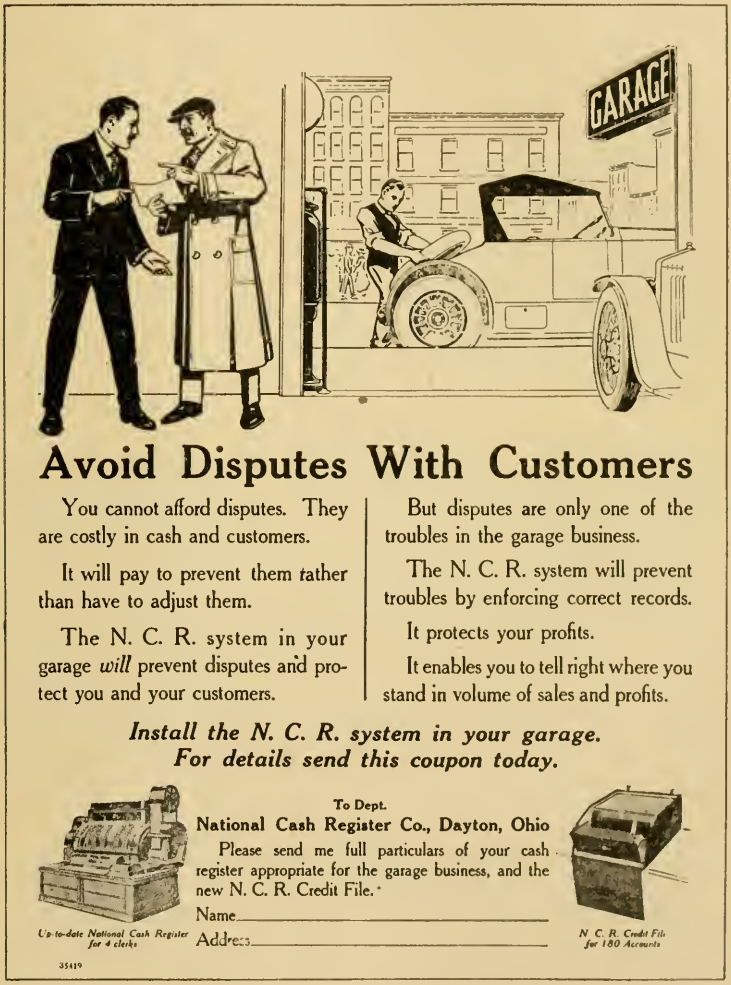

GARAGE
Avoid Disputes With Customers
You cannot afford disputes. They are costly in cash and customers.
It will pay to prevent them rather than have to adjust them.
The N. C. R. system in your garage will prevent disputes and protect you and your customers.
But disputes are only one of the troubles in the garage business.
The N. C. R. system will prevent troubles by enforcing correct records.
It protects your profits.
It enables you to tell right where you stand in volume of sales and profits.
Install the N. C. R. system in your garage.
For details send this coupon today.
To Dept.
National Cash Register Co., Dayton, Ohio
Please send me full particulars of your cash register appropriate for the garage business, and the new N. C. R. Credit File.
Name
Address
Up-to-date National Cash Register for 4 clerks
N. C. R. Credit File for 180 Accounts
35419

FIG. 8

of 21 distinct divisions into which the fifty-odd mediums used in that campaign were classified. Those divisions were as follows:

Women's	General	Advertising
Domestic	Literary	Law
Style	Educational	Medical
Home Furnishing	Business	Scientific
Fiction	Industrial	Retailing
Society	Political	Engineering
Art	Financial	Architectural

Not only did each class of medium carry copy the particularized appeal of which was believed to be the strongest which could possibly be addressed directly to the readers of that class of medium, but also each separate advertisement in each medium differed from every other advertisement in that or any other medium. In other words, every single advertisement, in every single publication, was different. Such specialization as this is, of course, quite rare.

CORRELATION

42. The danger of copy specialization is that uniformity of impression is thereby often sacrificed. The more advertising copy is specialized, therefore, the more essential it becomes that some means be adopted for unifying and tying together all the various elements in the advertising work.

What Emerson said of Nature is equally applicable to advertising. "Nature," said he, "is an endless combination and repetition of a very few laws. She hums the old well-known air through innumerable variations." So with advertising. Varied and specialized though copy may be, it is essential that the "old air" be hummed throughout.

43. Methods of Securing Correlation.—Usually the best method for linking up the different lines of attack is to utilize one or more common, and more or less invariable, identifying agencies, such as:

1. *A trade character*—either animated or in stationary pose. For example: The Victor dog, with ears cocked listening to "his master's voice"; Rastus, the Cream of Wheat darkey; Velvet Joe; Walter Baker & Co.'s La Belle Chocolatière; the little fairy of Fairy Soap; Goldie and Dust, the Gold Dust

Twins; the bull, of Bull Durham tobacco; the 1847 girl; the re-tire-ing lad of Fisk tires; the Dutch-boy painter of National Lead; the Corticelli silk kittens; the Campbell Soup kids; the Old Dutch Cleanser dirt-chasing girl; the National Biscuit In-er-seal slicker boy; Mr. & Mrs. Carter's Inx; Swift's little cook; the O-Cedar Polish parlor maid; the Clicquot Ginger Ale Esquimaux boy; Omar, of cigarette fame; the Quaker, of Quaker Oats; the little French chef of Franco-American Soups; Armour's "Ham what am" darkey.

2. *A standardized suggestive, descriptive, or explanatory phrase or slogan.* For example: "99$\frac{44}{100}$% pure"; "Hasn't scratched yet"; "Your nose knows"; "Ask dad, he knows"; "Not the name of a thing, but the mark of a service"; "Have you a little fairy in your home?"; "Pure as the pines"; "Note the notes"; "There's a photographer in your town"; "It floats"; "United States Tires are *good* tires"; "The national joy smoke"; "Clear as a bell"; "A clean tooth never decays"; "Good Morning! have you used Pear's Soap?"; "There's a reason"; "Ask the man who owns one"; "Eventually, why not now?"; "The Prudential has the strength of Gibraltar"; "Chases dirt"; "No metal can touch you"; "Let the Gold Dust twins do your work"; "One policy, one system, universal service"; "There is beauty in every jar"; "A skin you love to touch"; "A shilling in London; a quarter here"; "A sensible cigarette"; "Who's your tailor?"; "From contented cows"; "Taste the taste"; "The stationery of a gentleman"; "Don't envy a good complexion; use Pompeian and have one"; "The recollection of quality remains long after the price is forgotten"; "Get a receipt"; "Good-bye, old hook and eye."

3. *A prominent featuring of the trade mark.* For example: The United States Rubber Co.'s great seal; the Gerhard Mennen's talcum-powder face; the Armour & Co. oval label; the National Biscuit Co.'s "In-er-seal" trade mark; the Heinz "57 Varieties"; the Henry Sonneborn & Co. face; the cross of Purity Cross products; W. K. Kellogg's signature; the Santa Fe circular trade mark; the two Smith Brothers' heads; the "Y-a-l-e" trade mark of Yale & Towne; the "G. E." trade mark of the General Electric Co.; the trade-mark portrait of

W. L. Douglas, the shoe manufacturer; the "Johns-Manville service covers the continent" trade-mark design of the H. W. Johns-Manville Co.; the grinning Indian's head of Skookum Apples; the Beech Nut Packing Co.'s label; the kneeling figure design of Paris garters; the B. V. D. red label.

4. *A standardized art or layout treatment.* For example: The Cox Gelatine checkerboard background; the National Carbon Co.'s billboard featuring advertisements of Columbia batteries; the striking blue background and blue ribbon of United States Tire advertisements; The American Sugar Refining Co.'s standardized layout, type face, and distinctive cut-cornered double rule border; the International Correspondence Schools' standardized coupon; the Pall Mall cigarettes' varicolored whirligigs, pinwheels, peacocks' tails, and dragons; the regularly employed distinctiveness of style and arrangement of the advertising of the National Cash Register Co., the Goodyear Tire & Rubber Co., the Eastman Kodak Co., the Joseph Campbell Soup Co., Ivory Soap, Old Dutch Cleanser, the Florsheim Shoe Co., Arrow Collars, Cream of Wheat, the W. L. Douglas Shoe Co.; Munsingwear; the circle design of Lucky Strike cigarettes.

Sometimes this standardization of art or layout takes the form of an invariable border design; for example, the Atlas Portland Cement Co.; Pyrene fire extinguisher; the Regal Shoe Co.; the Westinghouse Electric and Manufacturing Co.; the Library Bureau.

Sometimes it takes the form of a standardized typographical treatment; for example, Tiffany & Co.; the Hupmobile automobile; the Gorham Co.

Sometimes it takes the form of a permanent space unit; for example, the American Telephone & Telegraph Co.; Dodge Bros. automobiles; the Newskin Co.; the Western Union Telegraph Co.; Le Page's glue.

5. *A distinctive copy style, either of idea, diction, or phraseology.* For example: The man-to-man slang of Prince Albert tobacco advertising; the Pyrene fire extinguisher frenzied terror-of-fire copy; the gentle philosophizing of Velvet Joe regarding time-cured Velvet tobacco; Fatima cigarettes'

terse, snappy phrases, describing some occasion, and culminating with "— and Fatimas!"; the "Your nose knows" variations developed for Tuxedo tobacco; the "boy who pegged shoes" biographical series of W. L. Douglas Shoes; the genial, irrepressible good nature and good cheer of the Western Clock Co.'s Big Ben advertisements.

6. *A standardized style of illustration, most often of the article, the package, or the carton.* For example: The Ryzon Baking Powder can and book; the 3-in-1 oil bottle; the Nujol bottle and clock; the M. Leone Bracker illustrations for Velvet Joe tobacco; the chart of recommendations for different makes of automobiles featured in the Vaccum Oil Co.'s "Gargoyle" Mobiloils advertisements; the party-of-tourists-sailing-on-a-huge-travelers'-check illustration of the American Bankers' Association; the Forkum fairyland illustrations of Djer-Kiss toilet requisites; the Cushman Parker portraits for Welch Grape Juice; the Underwood Deviled Ham silhouette illustrations; the "bent bones vs. straight bones" illustration of Rice & Hutchins' Educator Shoes.

44. A Practical Example of Correlation.—Oftentimes a number of different unifying elements are utilized at one and the same time. One of the best examples of this may be found in a recent campaign of the American Tobacco Company in behalf of Tuxedo tobacco. This campaign was to a considerable extent specialized. Week by week the copy had such timeliness as the following examples indicate:

In early spring, "How do you know there was a shower last night?" In early April, "How do you know the garden's being spaded?" In late spring, "How do you know that spring is in the air?" In early May, "How do you know they're mowing the lawn?" Later in May, "How do you know the blossom's on the clover?" In late May, "How do you know it's a carnation?" In June, "How do you know the locust trees are in bloom?" In late June, "How do you know your neighbor's sweet peas are out?" In July, "How do you know the lilacs are in bloom?" In August, "How do you know you're among the water lilies?" In late August, "How do you know ma's

putting up preserves?" In September, "How do you know that dinner's ready?" (when you are in camp). In October, "How do you know it's apple season?" In late October, "How do you know mother's baking apple pies?" In November, "How do you know it's Thanksgiving?"

In spite, however, of this specialization of copy, all of the many advertisements in this campaign were very carefully linked together and correlated. This was accomplished by utilizing, to some extent, practically all of the six methods of correlation that have already been described.

A trade character was employed, in that the same man appears as the hero of each and every illustration. The standardized suggestive and descriptive phrase used was, of course, "Your nose knows," which constituted the invariable answer to the varying "How do you know" questions which comprised the headings of the different advertisements.

And while no actual registered trade mark was used, its equivalent, in the form of at least three different distinguishing marks, appeared in each design; namely, the special lettering of the name "Tuxedo," the script signature of the American Tobacco Company, and the two small circular illustrations accompanying the "Why this test" instructions. Both the art work and the layouts were thoroughly standardized, one artist only being employed for the former, and no liberties whatsoever being taken with the latter. The copy style was exceedingly distinctive, both as to idea and as to execution, and the method of handling it was consistent throughout. Finally, the illustration of the two kinds of packages in which Tuxedo is packed was standardized throughout the entire series of advertisements.

45. Whatever be the method adopted, the essential thing is to make each separate piece of copy reinforce and supplement each other piece, rather than compete against it. One piece should fit in with another as one cog wheel fits the other. The advertisements appearing in different mediums should be welded into one harmonious consolidated whole, then there should be unity between the copy placed in different classifica-

tions and types of mediums, and also between the advertising in the primary mediums and in the secondary and the supplementary mediums; for instance, the use of the same illustra-

KEEP TO RIGHT-DRIVE WITH CARE
HOOD TIRES
ARE BETTER THAN GOOD TIRES
HOOD
EXTRA PLY
TIRES
THIS IS THE SIGN OF A HOOD DEALER
Tire Service in Road Signs
Hood Tire Signs are a new service to motor car owners throughout the highways of America.
Right in front of you, at dangerous points, they caution you night and day.
Hood Tire Signs also suggest to you a tire that has created new standards of durability, of wear and dependability.
They remind you of the sign of the Hood dealer where Hood service awaits you in the nearest city or town.
These signs are a national effort to give every Hood Tire user a road service equal to the service which they obtain from Hood Tires upon their cars.
Watch the Hood Tire Signs.
Look for the sign of the Hood dealer. He will tell you wherein Hood Tires and Service will reduce your mileage cost.
For overnight service don't substitute. See Automobile Trade Directory and Chilton's Directory for list of Hood Tire Distributors.
Hood Tire Co., Inc.
Watertown, Massachusetts

FIG. 9

tion for newspaper and magazine advertising and for billboards and for store or window cards.

Napoleon is quoted as saying, with reference to a proposal to send two different French armies into Italy, "If you disturb

in Italy the unity of military thought, I say it with grief, you will lose the finest opportunity that ever occurred ————." To this master of military strategy, any disturbance of the unity and coherency of action and control was unthinkably disastrous.

I'm in your town
- if you see me in
the window, that's
the place to buy good
lamps
Three times as much light as old-fashioned carbon lamps. Or the same light for one-third the current. That's the economy in using EDISON MAZDA LAMPS.
Five to a carton — handy when you need them
EDISON
MAZDA
GENERAL ELECTRIC COMPANY

Fig. 10

And the unity of advertising thought is, in its own field, as indispensable as is the "unity of military thought" in its field.

Here, then, is one case where the whole may be made materially greater than the sum of its parts, and each part be made

to stand out more clearly, by virtue of the reflected light from some other part. Team work is just as essential to the success of an advertising campaign as it is to the winning of a baseball game.

Fig. 9 shows how the advertiser may correlate his magazine advertising and his outdoor advertising. Fig. 10 illustrates a good tie-up between magazine advertising and window display.

ART AND TYPOGRAPHICAL TREATMENT

46. A good deal depends upon the proper adaptation of the physical form and arrangement of advertisements to the particular mechanical requirements of the mediums in which they are to appear. The general layout effect, and the character of art work employed, should be appropriate and suitable. Otherwise the advertiser fails to make the most of the medium.

If the medium be one that is examined at close range, and generally at the reader's comparative leisure—such a medium, for instance, as a newspaper or a magazine—it is usually well to go into much greater detail, both as regards text matter and also illustrations, than if the medium be of the long-range, purely interruptive, catch-them-on-the-fly type, such as a billboard poster, or a motion-picture slide, or a window-display piece.

If the medium be of the periodical class, then the style of art treatment will depend entirely upon the mechanical possibilities of the medium. Most women's magazines, for example, are printed on calendered paper of very good quality, permitting of delicate and highly artistic art work, including the successful reproduction of either minutely detailed photographs, on the one hand, or of shadowy, impressionistic ones on the other; the finest and most intricate pen-and-ink drawings; the wonderful depth and tones of good etchings, or the soft blendings of light and shade in crayon and charcoal drawings.

Many agricultural papers, on the other hand, utilize cheap newsprint paper on which good results can be secured only by the use of line cuts. In them, therefore, a considerably modified and simplified style of art treatment is desirable.

Other kinds of magazines present still other possibilities and limitations, such, for example, as rotogravure, intaglio, and offset color printing. A number of the class magazines offer excellent four-color-process printing at a cost low enough to justify the addition of a color page or two, in one or more of them, quite as much for the sake of such supplementary uses as can be made of these color pages along merchandising lines as for their own normal consumer value.

SPACE

47. The nature of the medium has a great deal to do with the determination of space units. If the advertisement is of such a character as to demand or justify domination over all neighboring advertisements, then the space unit will be largely decided by (1) the size of the page; (2) the method of making it up; and (3) the probable nature and number and size of the other advertisements likely to appear on it. Each of these three factors is of course a variable one, depending solely upon the medium itself. So the type of medium should receive due consideration in the determination of units of space.

48. As a general thing, and subject to many exceptions, it may safely be said that the present trend of experienced advertisers is clearly in the direction of using larger and larger units of space. This is true with but comparatively few exceptions so far as general-publicity advertising is concerned; that is, advertising whose chief purpose and function is to tell a story, to preach a commercial sermon, and thereby convert readers into an attitude of greater friendliness and greater desire to purchase, use, or recommend the commodity advertised.

There is no general rule as regards large or small space units in the case of advertising the chief purpose of which is a direct return of some kind or other—either a mail order, or an inquiry, or a request for a booklet, or sample, or whatever else the advertising may urge the reader to send for. Advertisers of this type, of course, have the benefit of a definite means of checking up the returns received from any given advertise-

ment, since their system of keying all advertisements enables them to figure very closely just what each inquiry and each sale produced by a given advertisement costs. In such cases, a certain space unit is sooner or later found to be most economical and therefore most efficient. Ordinarily, this most effective space unit is neither very small nor very large. Even in such cases as these, however, the general tendency seems to be in the direction of larger spaces rather than smaller.

Some shrewd advertisers have found it more effective to increase the number of their insertions in a given issue of a given publication and limit each insertion to whatever size has been found most efficient, rather than to combine these several smaller insertions into a single advertisement of much larger size.

Every case is a law unto itself, and every case must be judged upon its own merits entirely. Just as the medicine which the doctor orders depends wholly upon his diagnosis of the patient's condition, so the space unit utilized by an advertiser must be determined by analysis and study of that advertiser's condition in all of its varied aspects.

FREQUENCY

49. Frequency of insertion is obviously affected in high degree by the frequency of issue or appearance of the medium, and by its normal average duration of life. Here again, however, each and every advertising problem presents some new phase or other, and the ultimate decision must rest chiefly upon the individual requirements of the case in point.

POSITION

50. Advertisers usually try to avail themselves of every advantage of position that a medium offers. In making use of different kinds of mediums it is accordingly helpful to know just what are the regulations and the habits of each with regard to this matter. Definite knowledge concerning position requirements is almost indispensable in all cases where color is

involved, where coupons are to be utilized, or where the layout, or actual text matter of an advertisement is of such a nature as in any way to presuppose a particular location on the page, or on some special page, or a certain location in relation to any permanently fixed feature, such as a margin, a *gutter* (made by the two inside white margins) between two pages facing each other, or some regular editorial fixture.

When a coupon is used, it is, of course, desirable to have the coupon located along either an outside or a bottom margin, preferably both, in order to reduce to the minimum the trouble involved in tearing or cutting it off. So the whole layout of the advertisement is very largely dependent upon the position which it is to occupy in the medium that is to carry it.

The same thing is true in the case of special locations or special pages. If a double-page spread in a magazine is contemplated, for instance, it is important to know whether or not the two center pages can be secured. If so, one unbroken design and one large plate will answer for both pages, as the center gutter between the two type pages will form an integral part of the whole. If, however, the center spread is unobtainable, and it is a case of using some other two pages facing, then the layout must allow for the two inside white margins, commonly called the gutter, and two plates will be required instead of one.

Fig. 11 shows how one advertiser tied together the two pages of an advertisement. Another advertiser worked into the double-page illustration the trunk of a large tree, one half of it on one side of the gutter and the other half on the opposite side, thus binding the two pages into one whole almost as well as if the two center pages of the magazine had been used.

Again, if the adopted space unit be small, in comparison with the size of the page and the size of the average advertisement appearing on it, then it will be well worth while to pay the extra charges made for special position on the page. Otherwise there will be danger that the advertisement may be so obscured and overshadowed as to suffer heavily in efficiency, or perhaps even be overlooked and lost entirely.

TIMKEN

"Just Like This"

"This glass stopper furnishes a handy illustration of the tapered construction of a Timken Bearing, which resists end-pressure and offsets the effect of wear.

"When I put this stopper in its place it fits. It does not drop down through the neck of the bottle, because it is tapered.

"Just so the heavy side-wise lurch of your car on the rough road, or the steady pressure as you round the corner, cannot push the conical cone and rollers of the Timken Bearing through the cup. Whatever the pressure, the tapered rollers continue to revolve smoothly and easily between cup and cone.

"Thus the tapered design resists perfectly one of the most destructive forces, 'end-thrust' that, unchecked, would wear out and ruin your bearings.

"Now suppose I turned this stopper round and round in the neck of the bottle, till it wore a little

TAPER

"The Glass Stopper Illustrates the Principle"

smaller. Would it drop through or become loose? No—it would simply move a little farther into the opening and fit as well as ever.

"So when Timken Bearings wear a trifle, as all bearings will after thousands of miles, a part turn of the adjusting nut brings cone and rollers into perfect contact with the cup, and your bearings are as good as new.

"That is why Timken Bearings cannot be worn out by anything but accident or abuse—why they give greater security against wear and replacement of transmission and rear axle gears—why practically every well known motor car and truck has Timken Bearings in its wheels."

Write to the Timken Roller Bearing Company, Canton, Ohio, for "The Companies Timken Keeps," listing the motor cars, trucks and tractors equipped with Timken Bearings.

THE TIMKEN ROLLER BEARING COMPANY
Canton, Ohio

Note the tapered design of the parts of a Timken Bearing. Dotted lines show how the inner face of the cup is tapered to correspond with the outer surface of the tapered rollers.

51. Definite locations with respect to fixed points are most common in the case of outdoor advertising. Now and then, however, some advertiser will try to turn some regular periodical feature to his advantage, perhaps, for example, by intimately relating his use of a magazine back cover to the front cover subject, or by directly linking up his advertisement to the subject of some leading editorial feature.

This latter practice is more or less common in the case of certain technical, professional, and class magazines, where an

FIG. 12

FIG. 13

entire issue is frequently devoted to some noteworthy new achievement in the particular field covered by that magazine. In such issues, those advertisers whose services or products have been employed in the designing or construction of this particular accomplishment often feature this fact in their advertisements in that issue.

Another illustration of intimate relationship between advertisement and medium is offered by an advertiser who has made exceptionally telling use of New York City theater programs,

HISTORY OF THE UNITED STATES
New Rochelle
2 MILES FROM HERE
Settled by Huguenot refugees in 1686. Thomas Paine lived here. His old home, now known as Deveaux House, stands on North Ave.
HISTORY OF THE UNITED STATES
United States Tires
Are Good Tires
The O. J. Gude Co. N.Y.

FIG. 14

13.3 0.3 South entrance to Washington Square; turn right thru square, passing fountain on left. Go under Washington Arch 13.4, coming into 5th Ave.
14.3 1.0 Flatiron Building on right. Madison Square ahead on right. Cross 23rd St. trolley, and bear left on Broadway, using caution for traffic regulations at 23rd, 33rd and 42nd Sts.
16.1 1.8 COLUMBUS CIRCLE; 59th St. & Broadway.
For diverging routes see Folded General Index Map in front of book.

Route 80—New York City to Coney Island and Manhattan Beach—23.9 m.

Reverse Route, No. 80R.

Via Long Island City and Forest Hills. Longer than Route 79. Pavement and macadam

MILEAGE
Total Intermed. For this and other exits, see City Map, pages 192-193.

0.0 0.0 COLUMBUS CIRCLE, 59th St. & B'way. Go east on 59th St.
0.5 0.5 Curve right at Sherman Statue into 5th Ave. (2 blocks)
0.6 0.1 Turn left on 57th St.
1.1 0.5 Turn left under second elevated (2 blocks).
1.2 0.1 Turn right on to Queensboro Bridge.
2.7 1.5 Long Island City. Straight ahead with trolley across viaduct.

FREE TO ALL CAR OWNERS
FISK TIRE-SERVICE
At all Fisk Branches Dismounting and Reassembling of Non-Skid Tires
Branches within touring distance in New York Yonkers, Newark and Bridgeport.
Drive Now to the
FISK Free Service Branch at
BROOKLYN, 1207 Bedford Ave.
All tire service FREE except actual repairs and supplies—no matter whether you use Fisk Tires or not. Visit Fisk FREE Service branches throughout your travels. More than 125 in principal cities—a complete and countrywide service.

66

FIG. 15

by taking the name of the particular play to which the program is devoted, and which the audience is to see presented, as the text for his advertisement appearing in that particular program. Figs. 12 and 13 show two of these advertisements, the first line of each being the name of the play.

In the outdoor field, the most effective use of special locations is that which in some way ties up the commodity advertised with the location employed. Locations adjacent to railroad and steamship terminals are most effectively used by advertisers whose message is of such a nature as to make its strongest appeal to travelers or commuters. Locations bordering on main automobile routes are best used by advertisers of automobiles and motor accessories. Fig. 14 shows how such an advertiser made effective use of an item of local history. Similar bulletins in proper locations feature other adjacent points of interest or historical importance.

Similarly, local advertisers often make special use of car cards in those cars which pass their doors, by featuring the words "This car takes you there."

Still other instances will readily suggest themselves; the Fisk-tire advertisement, Fig. 15, for instance, appears at exactly the proper place in an automobile guide book.

SEASONABLENESS

52. Seasonableness is almost always an asset. And because good advertising usually looks forward, at least in its creation, it is generally the part of wisdom to make plans for the seasonable use of mediums a considerable length of time ahead.

A highly successful advertiser of cameras, for instance, purposes always to feature in each month's advertising some phase of outdoor life which calls for a camera, but which will not make its strongest appeal until at least a full month or so later than the time that advertising will be current. In September, to illustrate, his advertisements will portray the delights of late autumn, in October winter scenes will be used, in February the copy will breathe the call of spring, and so on. In this

manner, his advertisements almost always receive the benefit of longer lifetimes than would be the case were they closely timed to the immediate present. He is wise enough to know that the average American is always thinking ahead—living in the near future more than in the present.

Of course a great deal of advertised merchandise is distinctly seasonable in character. Most wearing apparel, and practically all merchandise which is in any way affected by fashion, falls into this class; also a large proportion of the food products which are advertised.

A certain sweater manufacturer has his advertising instructions so issued that his copy is self-released whenever the temperature drops to a specified point. Thus his advertisements are automatically timed to appear on the day following the first cold snap of the autumn, just when his prospective customers are naturally beginning to think about buying new sweaters.

Several food advertisers regularly take advantage of the special conditions incident to the Lenten season. Seed advertisers, of course, confine their advertising entirely to two or three months in the late winter and early spring. Innumerable other instances might be cited.

53. Timeliness is closely related to seasonableness. The more timely advertising copy can be made—the greater the news interest that it can be given—the more quickly responsive will its audience prove to be, other things being equal.

At first thought, soap would not appear to be the sort of article which permits of much seasonableness in its advertising. However, one notably successful soap manufacturer gives to his advertising that timely, seasonable tone without which no advertising can make its strongest appeal. His January copy fairly tingles with the cold, clear air of a sparkling winter day. A few carefully chosen, descriptive phrases culminate in the line "What if your skin does burn when you come indoors? Ivory Soap will enable you to wash hands and face without a particle of irritation." The next month's advertisement features an indoor scene, because people are apt to be indoors

most during the month of February. "The charm of the colonial" is the text for this copy, which gradually leads up to a brief statement of the various qualifications of Ivory Soap for cleaning finely finished woodwork and old furniture. Another winter advertisement draws its inspiration from the long winter evenings around the reading-table lamp with grandmother in her easy chair crocheting some kind of trimming. The harmlessness of Ivory Soap for laundering trimmings and delicate fabrics of all sorts is brought out. Late winter is blanket-washing time, therefore the next advertisement is devoted to careful instructions for washing blankets, the particular reasons why Ivory Soap is best for this purpose being clearly explained.

In the next piece of copy, appearing just about the time of spring house-cleaning, both illustration and text matter are devoted to the merits of Ivory Soap for house-cleaning, and a special offer is made of a book entitled "Unusual Uses of Ivory," which explains just how to clean many of the things which ordinarily cause the most trouble at house-cleaning time. Another piece of copy timed to appear not much later in the spring also draws its text from house-cleaning activities. "Mirrors" is the principal subject selected and the copy proceeds to explain the merits of Ivory Soap for polishing mirrors, glazed ware, silver, and similar articles of all sorts. The June advertisement is made doubly effective because of its timely appeal—the washing of the soft white clothes dear to the feminine heart in early summer. The following advertisement is toned to the hot noontimes of July days. Illustration and text both bespeak warm sunshine and soft summer air. From that point on it is a simple matter to add that Ivory Soap is the third necessary essential for a really delightful shampoo.

The August illustration and copy take the reader to the burning sands of the bathing beach. The probable injury to the skin, caused by salt water, summer sun, and ocean breezes, may be nullified by the use of Ivory Soap. What could be more timely? Another piece of August copy plays up the delights of an Ivory Soap bath, after strenuous play or work in warm weather. A tennis game is illustrated in the drawing, since the

tennis season reaches its height in August. Then there is another effective piece of copy for early autumn, "If you ever have gone camping you doubtless know how many things Ivory Soap can do and how well it does them." The illustration of course lends additional point to the text.

Autumn time is pie time. So the next advertisement takes the reader into the kitchen and explains why "millions of good cooks always wash their hands with Ivory Soap before baking." To most women new clothes and October mean one and the same thing. Therefore, the next advertisement tells just how coats made of such hard-to-launder fabrics as white corduroy may easily and safely be washed with Ivory Soap. Another October advertisement strikes a chord that will find an almost universal response—most men readers as well as every woman reader will be interested. Fall housecleaning is the subject, skilfully handled in illustration and text matter. Lace curtains are referred to specifically; full instructions for washing them with Ivory Soap are included in the copy.

Explosion Insurance
This Company is issuing special policies covering the hazard of Explosion upon Manufacturing, Mercantile and Dwelling properties.
Insurance Company of
NORTH AMERICA
PHILADELPHIA
Oldest American Stock Insurance Company
Downtown Office: Third and Walnut Sts.
Uptown Office: Real Estate Trust Bldg.

FIG. 16

This advertiser is not content, however, with merely making his advertising timely. He carries specialization a step farther, and in his farm-paper advertising, omits all fine illustrations and fussy borders and decorations—rolls up his sleeves, so to speak, and gets right down to fundamentals with the farm

women he is addressing. One farm-paper advertisement, for instance, is devoted wholly to dish washing, that bane of the farm woman's existence. Another one is headed "Women who do their own work." Each piece of copy fits the occasion—talks the language of the prospect.

54. Advertisers frequently try to make their advertisements more timely by tying them up in as close a relationship as possible to some contemporaneous event or movement of more than average general interest. The copy used in Fig. 16 was prepared to appear the day following a disastrous explosion, and position was secured for it next to the reading account of the accident.

As illustrated in Fig. 17, a successful phonograph manufacturer follows very closely the concert tours of the various famous artists who have made phonograph records for him. On the day of the concert, he gives to the local papers large advertisements featuring the particular star involved and the various records reproducing his or her voice, or playing, as the case may be. The delight of hearing the artist perform right in one's own home, with neither the trouble nor the expense of attending the public performance, is effectively emphasized. The result of this very timely advertising has been most gratifying.

A large bonding house has secured exceptional efficiency for its advertising by utilizing the daily papers in any city where occurs a case of defalcation or theft by employe which is of more than passing interest. By having its advertisement appear on the very next day after the loss, and, if possible, on the same page as the detailed story, this company has obtained for its advertising an almost perfect score from the viewpoint of timeliness.

Manufacturers of fire extinguishers, or of fire-proof materials or specialties, often capitalize an important fire by immediately following it with their advertising in the local mediums, or by drawing from it a text for their national advertising.

Perhaps the most perfect instance of seasonable advertising on record, up to the time of writing this, was the 1917 "Save

the Fruit Crop" campaign of the American Sugar Refining Co. Part of this campaign consisted of small newspaper advertise-

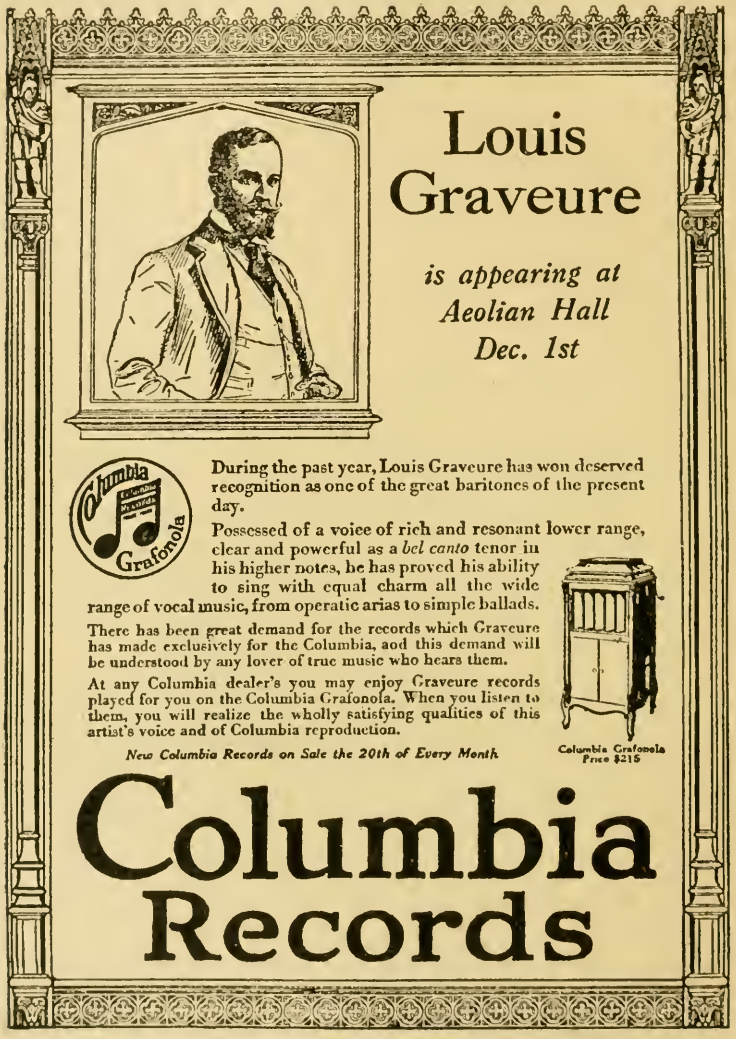

Louis Graveure
is appearing at Aeolian Hall Dec. 1st
Columbia Grafonola
During the past year, Louis Graveure has won deserved recognition as one of the great baritones of the present day.
Possessed of a voice of rich and resonant lower range, clear and powerful as a bel canto tenor in his higher notes, he has proved his ability to sing with equal charm all the wide range of vocal music, from operatic arias to simple ballads.
There has been great demand for the records which Graveure has made exclusively for the Columbia, and this demand will be understood by any lover of true music who hears them.
At any Columbia dealer's you may enjoy Graveure records played for you on the Columbia Grafonola. When you listen to them, you will realize the wholly satisfying qualities of this artist's voice and of Columbia reproduction.
Columbia Grafonola Price $215
New Columbia Records on Sale the 20th of Every Month
Columbia Records

FIG. 17

ments urging every one to save the particular fruit crop that was seasonable in that particular locality at the exact time of

appearance of that advertisement. To carry out this idea effectively, it was necessary to specialize every single newspaper advertisement in three distinct ways: First, according to fruit crops; second, according to localities; third, according to weeks of the year. This campaign was so successfully conceived and executed that it was subsequently pronounced by the president of the sugar refining company to have been "a perfect campaign from start to finish."

Cases in point could be multiplied indefinitely, referring to such occurrences as national holidays, as Christmas and Easter and Thanksgiving; Presidential campaigns; Better-Baby weeks; Clean-up and Paint-up weeks; National Fire Prevention day; June weddings; the Safety-First propaganda; Buy-at-home activities; the Food Conservation crusade; Automobile, Food, Business, and other shows; and so on, almost without limit.

Care must always be taken, however, not to overdo these factors of seasonableness and timeliness, as too much harking back, into even the very fresh and recent past, becomes tiresome. People very soon forget. That is a national characteristic of Americans.

SUPPLEMENTAL USES

55. Properly handled, an advertising medium may be made to perform a number of supplemental services. In other words, in addition to its normal function of delivering the advertising message to the should-be consumer, a good medium is capable of accomplishing various other incidental and indirect functions. These are the by-products of the medium.

56. Indirect Advertising.—An interesting example of indirect utilization of magazine advertising is supplied by two recent campaigns run by a large manufacturer of bags. Most of his bags being sold to flour manufacturers, for holding flour to be sold in retail stores, the most logical way for him to increase his business was to increase the total consumption of flour in bags. To increase this consumption, he advertised the superiorities of home-made bread, as compared with baker's

bread. (Bakers buy their flour in large coarse sacks rather than in bags such as this manufacturer made, therefore the bag

The Housewife's Pride

THE housewife who serves pure, home-baked bread makes the home meal a delight and a pleasure to all. She shows true motherly pride by giving to her family the most wholesome and strengthening of foods.

And she displays perfect judgment, because homemade bread is not only the most nourishing, but is the most economical of foods. Made from white flour, bread is highly digestible and is turned into brain and brawn with the least tax on the digestive organs. The wise housewife bakes her own bread in large quantities, and smiles of pleasure and strong, healthy bodies proclaim her wisdom.

If you think baking bread requires more extra work than it is worth, just try it once. You'll be surprised at the ease with which you can bake bread along with your other cooking. Here's the master recipe that will make your table a real thing to be proud of:

GOOD HOMEMADE BREAD

3½ quarts flour; 1 tablespoonful salt; 2 tablespoonfuls sugar; 2 cakes compressed yeast; 3½ cupfuls lukewarm water.

Warm basin and flour to save time. Sieve flour and salt into basin. Cream yeast and sugar together until liquid. Add tepid water. Make a well in the flour and stir in yeast and water, also a little flour from sides, leaving a wall of it round the yeast. Cover and put in warm place until surface of yeast is thickly covered with bubbles. Then knead all the flour into the sponge, using the hand. Add more tepid water if dough is too stiff. Put back into basin, cover and put in warm place to rise. Knead quickly and lightly together. Bake in hot oven (340°) for first fifteen minutes, then let heat gradually decrease. Time will depend on size of loaves.

FIG. 18

manufacturer's interests were directly opposed to the purchase of baker's bread by the consumer.) Both of these campaigns

were distinct successes, as the manufacturer's increased sales of flour bags proved. Fig. 18 is an example of one of his advertisements.

Another successful advertising campaign which wholly depended for the accomplishment of its purpose upon the indirect use of advertising mediums was a campaign of the National Cash Register Company in women's magazines and other consumer mediums. The copy emphasized how important it is to the purchaser to "get a receipt," and in this way brought to bear upon retailers, of all sorts and kinds, all over the country, a large amount of pressure in the direction of their installation of National Cash Registers, in order that they might be equipped to give their customers the receipt the magazine advertising had taught them to demand. This campaign, too, was highly successful. Fig. 19 is one of these advertisements.

57. Direct-Mail Service.—The fact that certain mediums are to be used in a forthcoming advertising campaign may be capitalized, often to considerable advantage, by announcing it to the trade, in the form of direct-mail work. Usually this takes the form of a trade folder or broadside, in which the outstanding features of the campaign are explained, the several mediums listed, their respective circulation figures quoted, samples of the copy that is to be used shown, and the thoroughness, scope, continuity, comprehensiveness, or other particular merits of the campaign outlined as impressively as possible. Sometimes these folders are very elaborate, other times they are little more than proofs of individual advertisements. Occasionally, full-size, full-color reprints of the actual front cover of some magazine on the list are used, the advertisement usually being reproduced on the fourth page and the two inside pages being devoted to text matter describing the product and the advertising. Such reprints as these constitute a good example of the way in which primary mediums may be manipulated to render indirect and supplemental services.

58. Salesmen's-Helps Service.—Anything in the nature of an exhibit that helps to visualize the advertising that

a manufacturer is doing, to his salesmen, or to the jobbers' salesmen who carry the line, or to the retailers who sell it, is

Teach children to get a receipt

IT is often necessary to send children to the store. It is irritating when they bring back the wrong change. Usually it means a trip to the store for father or mother to straighten it out.

Have you had this experience only to find that the clerk couldn't remember the transaction? Or that he insisted it was not his error? Either you got the missing change with an apology, or the proprietor gave it back reluctantly, or he wouldn't give it back at all.

If the clerk feels he is right, he may suspect the child.

If the proprietor is convinced you are right, the clerk is open to censure.

In either case an unpleasant impression is left, and confidence destroyed.

Merchants who equip their stores with the up-to-date National Cash Register render their customers a more than ordinary service.

They protect the buyer, child or grown-up, against disputes. They protect their clerks against errors. They protect themselves against loss.

This machine furnishes every customer with a receipt or sales slip.

It prints on this the amount paid or charged.

On this is also printed the date of sale and who made it.

It forces a duplicate, printed record for the merchant.

It pays to trade in stores equipped with the up-to-date National Cash Register.

The National Cash Register Company, Dayton, Ohio

NCR SERVICE

LOOK FOR THIS SIGN IN THE WINDOW

MR. MERCHANT:

One by one we have discovered new ways to protect merchants' profits.

We have now ready for delivery many new models of the National Cash Register.

These 1916 models are the very last word in protection to you, your clerks and the public. The added improvements are worth your investigation.

Write for full information. Address Dept. A.

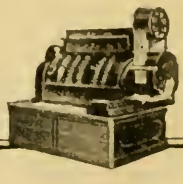


FIG. 19

of prime value and importance. As a consequence, salesmen's portfolios have of late received a good deal of thought and have

reached, in certain instances, a fair stage of development. Frequently they form so critical a link in the chain of successful advertising that an advertiser is wise to pay several dollars apiece for them.

Usually the mediums carrying the advertising are the subject of quite a little attention in these portfolios. Their strong points are explained, the reasons given for the inclusion of each on the list, the distribution of their respective circulations detailed. Thus another valuable by-product use is made of the mediums utilized for the advertising.

59. Display-Material Service.—The more effective and distinctive of the ideas and layouts used in the various primary mediums, particularly those treated in color, may be made to serve a double purpose, by adapting them to window- and store-display pieces. Sometimes an unusually effective layout or illustration may be repeated many times, in as many different forms. One large national advertiser utilizes the designs of his best color pages for the covers of his semi-annual style books, for his billboard posters, for dealers' window-display cards, for dealers' store cards (either framed, hung, or mounted on easels), as a prominent feature of special letterheads for letters from his dealers to their prospective customers, on address labels for his dealers' delivery packages, on dealers' price tags, etc. In this way the whole campaign is strengthened, by virtue of being more closely knit together. Each repetition lends additional effectiveness and power to each other appearance of the design.

60. Electro Service.—Some of the characteristic illustrations of the campaign in the various primary mediums are frequently reproduced in electros that are furnished dealers, and that thus link the dealer's work closely with the general campaign.

61. Direct Cooperation From the Mediums.—It quite often lies within the power of the medium to render very material assistance to an advertising campaign. Many mediums go so far as to maintain large and expensive cooperative

bureaus, the sole purpose of which is to help advertisers in any and all reasonable and legitimate ways. Generally such aid takes one of four principal forms.

1. *Investigations.*—A large amount of local, sectional, and even national, investigative work has been undertaken by different advertising mediums in the interests of their present and their prospective advertisers. Reports regarding distribution and trade attitudes are the most commonly undertaken form of research. Of course a large part of this work has been too casual, too amateurish, and too superficial, on the one hand, or too biased and too prejudiced, on the other, to permit of its having much genuine practical value or reliability as indicative of conditions as they actually exist. But in a number of conspicuous instances very fine work has been performed, and a highly worth-while contribution made to the available trade and merchandising data of the industries involved, partially upon which sound and successful advertising plans have been built.

Let advertisers beware, however, of very many so-called investigations that are investigations in name only, being in fact neither accurate nor impartial, and which, by misleading inferences, and sometimes by actual misstatements and deliberate warping of the facts, do incalculably more harm than good: "A little knowledge is a dangerous thing: drink deep or taste not ————." Faulty or inadequate diagnosis is apt to be fatal, in advertising just as in medicine.

2. *Local Surveys.*—Many mediums whose field is limited, either geographically or as regards special interests, have compiled detailed and authentic data with reference to population, crops, per capita wealth, average wage, trading habits, buying preferences, and the various other conditions obtaining in their respective trading territories. Trade maps and lists of dealers in various lines of trade are often furnished. Certain publishers have rendered advertisers a particularly noteworthy service in their comprehensive surveys of merchandising conditions in their especial fields. Conspicuous examples include the Chicago Tribune's "Winning a Great Market on Facts" book; the "Journal's City Analysis," by the New York Journal; the Cleveland Plain Dealer's "To Tell It to Cleveland Is to Sell

It to Cleveland" book; the New York Globe's "Graphic Commercial Survey of New York City"; Woman's World's "Handbook on National Distribution" and "Guide to Profitable Distribution"; the series of "Definite Data Maps" produced by Successful Farming; the "Agricultural Michigan" book prepared by the Michigan Farmer; the National Farm Power's (Orange Judd Company) "Automobile Survey"; the Boston American's blueprint Trade Maps; "Pierce's Survey," published annually; the Standard Farm Papers' annual "Year Book"; the Mitchell, South Dakota, Republican's "Cooperation and Service" booklet; Better Farming's "Presentment of Facts"; the Cincinnati Times-Star's "Cincinnati—Facts and Figures"; etc.

Occasionally a local medium is able and willing to go to the length of analyzing the local market from some special point of view, thus rendering to its advertisers and prospective advertisers a complete report of the various local peculiarities and localisms, and the best ways and means of overcoming trade indifference or resistance, and of surmounting consumer obstacles of all sorts. These differ from ordinary investigations in that they have no specific objective in view, no definite axe to grind, other than the general familiarizing of advertisers with the facts regarding the local market for their goods.

3. *Trade Introductions.*—Through their promotion, or merchandising, or cooperative service bureaus, some mediums have developed to a considerable extent the service they can render advertisers in the way of securing for the latter's salesmen good hearings on the part of the better local dealers. This is most often accomplished by sending a representative of the newspaper to accompany the advertiser's salesman and personally introduce him to the merchants. In other cases, letters of introduction to the trade are given to the salesmen. Very good results have been secured in many cases along these lines.

4. *Trade Announcements.*—Sometimes local mediums, particularly newspapers, are willing to run off—usually on their own presses—and then distribute, a notice to the local trade, that on a given date a certain advertising campaign will com-

mence in that medium, running in accordance with a specified schedule, and for a stated length of time. This notice generally takes the form of a circular letter, a folder, or a broadside, and may, or may not, include proofs of sample advertisements of the campaign.

The medium urges the local dealers to keep their stocks of this particular commodity fresh and ample, in order that no newly created business may be lost. Also it bespeaks the cooperation of the trade, in linking up their individual stores with the advertising, by giving special effort to displaying and pushing these goods during the continuance of the local advertising campaign. This form of cooperation on the part of the medium has usually been productive of excellent results, when properly carried into execution.

62. In a more general sense, all the educational work carried on by advertising mediums and directed toward a better understanding of modern advertising methods on the part of the local trade, a truer appreciation of the value, to the trade, of advertising and advertised goods, and a keener realization of the importance of linking up their stores with the advertising, should be included as a vital and valuable part of the direct cooperation which mediums are capable of extending to advertisers.

It should be carefully noted that none of these four clearly defined lines of cooperation obliges the medium to discriminate in favor of any single one, as against the others, of a number of competitive products, or in any way subjects the medium to charges of partisanship. Whatever a medium undertakes to do for one advertiser should in no way prejudice the chances of a competitive advertiser; in other words, nothing should be done for one advertiser that cannot be done equally well for two or three, even when mutually competitive. This safeguard obviously disqualifies a medium from actually selling any advertiser's goods—undertaking to do so is clearly beyond the functions of any medium—or from soliciting or placing window displays for any individual advertiser, or in behalf of any individual commodity, that has competitors in the field.

Broadly speaking, the chief thing to be avoided, in all forms of medium cooperation, is the danger that the advertiser's judgment of what constitutes sound advertising value may thereby be warped and twisted, and the relative merits of that which is of genuine worth, as contrasted against that which is mere tinsel and glamour, may be viewed in other than their true perspectives.

CONTRACT RELATIONSHIPS WITH MEDIUMS

63. Advertising mediums are generally used by advertisers in accordance with a definite contract basis. It makes little difference whether such a contract for the use of an advertising medium by an advertiser be formally worded and executed on an elaborately prepared form, or whether it be simple and informal in its nature, as in the form of a business letter. Most publishers employ regular contract blanks, on which are specified the various details of the order. Advertising agencies likewise have their regular printed forms for issuing orders in behalf of the advertisers for whom they are acting.

It makes far better business to have the phraseology of the contract as simple and direct as it can be made. The important thing is to cover all the essentials of the contract with the fewest possible words. These essentials should normally include the total space ordered, the expiration limit, the rate that is to apply, and the basis upon which payments shall be due. Usually the unit of space which will be used and the schedule of insertions do not comprise part of the contract. Any special features of the contract must, however, be clearly defined if they are to have legal status.

64. Usual Forms of Contracts.—Contracts with publishers usually take one or the other of two forms. The general practice nowadays is to use some such form as the following, which, when accepted by the publisher, becomes a contract:

> Please enter our order for ..... lines of space, to be used in your ..... edition, within a period of ..... (usually one year) from date, at the rate of ..... cents per line. Payments to be made monthly as earned.

Since this form of contract states only the total amount of space to be used within a given period, the advertiser is wholly free to use it in such manner and at such time as he may think best, while, at the same time, he is fully protected as to rate—in other words, he has definite assurances that each and every advertisement he may insert during the specified period will be charged at the lowest rate to which his entire volume of advertising in that period entitles him. It is obvious that it is to the interest of the advertiser to contract for the largest total amount of space that he feels reasonably sure he will be in a position to use during the year. On the other hand, it is equally to his interest not to contract for more space than he will probably use, for if he fails to use as many inches as his contract calls for, he will, of course, fail to earn that rate, and all of the advertising which he has done under that contract will be charged at the somewhat higher rate to which the amount of space he has actually used entitles him. This procedure of billing an advertiser for the difference between the rate specified in the contract, but subsequently forfeited by failure to use the total contracted number of lines, and the rate to which he is actually entitled by the number of lines used within the specified period, is known as **short-rating.** It means simply that if an advertiser at the end of a given contract period has failed to use the total space contracted for, he is rebilled for whatever difference there may be between the price of the advertising he has actually done at the contract rate and the price of that advertising at the rate to which it actually has entitled the advertiser.

To illustrate, at the time of writing this, a certain newspaper charges a line rate of 8 cents for run-of-paper space, which, on yearly contracts, is reduced to 6 cents, 5 cents, 4 cents, and 3 cents, for yearly contracts of 1,000 lines, 2,500 lines, 5,000 lines, and 10,000 lines, respectively. Suppose that a local store contracts with this paper for 5,000 lines of advertising during a year at the rate of 4 cents per line. Space is used regularly and payments are made from time to time as used. At the end of the year, it becomes apparent that instead of using a total of 5,000 lines, the advertiser in question has used only 4,000 lines.

For these 4,000 lines, at the rate of 4 cents per line, he has, of course, paid $160. At the end of his contract year he is short-rated by the publisher in the amount of $40, this being the difference between the cost of 4,000 lines at the contract rate of 4 cents per line, based on 5,000 lines, and at the rate of 5 cents per line, based on 2,500 lines, which is the lowest rate to which his 4,000 lines of advertising entitles him.

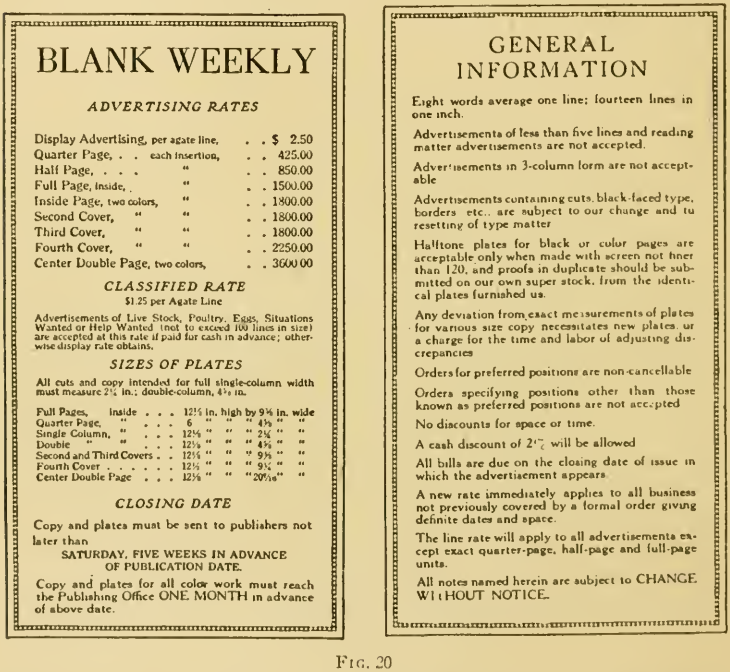
If, on the other hand, this same advertiser, during the year, should use enough advertising over his contracted 5,000 lines to bring the total up to 10,000 lines, practically all publishers would give him the advantage of the 3-cents-per-line rate, applying on 10,000-line contracts, although his original contract calls only for the 5,000-line rate of 4 cents per line. In this instance, it is apparent that his total of 10,000 lines of advertising would cost him $300 rather than $400, or, in other words, he would receive a rebate of $100.

Short-rating is always to be avoided if possible. It often happens that it is really cheaper for an advertiser to continue his advertising in order to fill out a contract than it is to stop advertising and undergo short-rating, even when it appears absolutely unnecessary to continue the advertising for its own sake. In the case just described, for instance, the advertiser made a serious mistake in not using the 1,000 lines of advertising remaining unused at the end of his contract year. The fact is these 1,000 lines, if he had used them, would really have cost him nothing whatever, inasmuch as his total year's expenditure would have remained $200, at the 4-cent rate to which his advertising would then have entitled him, as compared with exactly the same expenditure for the 4,000 lines he actually did use, figured at the 5-cent rate, which was the best rate to which that amount of advertising entitled him.

65. The second form of contract between advertiser and publisher is nothing more nor less than a definite order for a specified unit or units of space in a specified issue or issues of the publication, at a specified price. There is nothing at all unusual, of course, about such a contract as this—it is just an ordinary business order form. The first form of contract

described is normally employed only by newspapers, whereas the second form is of more frequent occurrence in the case of weekly and monthly publications.

66. Discounts and Special Rates.—There is, at the present time, a marked tendency on the part of newspaper publishers toward doing away with discounts based on yearly contracts. A large number of newspaper publishers have already established a uniform rate applicable to all advertisers alike, irrespective of the total amount of space used by each. Such a rate is known as a **flat rate.** It is obvious that in the case of



BLANK WEEKLY

ADVERTISING RATES

Display Advertising, per agate line,	. .	$ 2.50
Quarter Page, . . each insertion,	. .	425.00
Half Page, . . . "	. .	850.00
Full Page, inside, . "	. .	1500.00
Inside Page, two colors, "	. .	1800.00
Second Cover, " "	. .	1800.00
Third Cover, " "	. .	1800.00
Fourth Cover, " "	. .	2250.00
Center Double Page, two colors,	. .	3600.00

CLASSIFIED RATE

$1.25 per Agate Line

Advertisements of Live Stock, Poultry, Eggs, Situations Wanted or Help Wanted (not to exceed 100 lines in size) are accepted at this rate if paid for cash in advance; otherwise display rate obtains.

SIZES OF PLATES

All cuts and copy intended for full single-column width must measure 2⅛ in.; double-column, 4⅜ in.

Full Pages, Inside . . .	12⅛ in. high by	9¾ in. wide
Quarter Page, " . . .	6 " "	" 4⅜ " "
Single Column, " . . .	12⅛ " "	" 2⅛ " "
Double " " . . .	12⅛ " "	" 4⅜ " "
Second and Third Covers . .	12⅛ " "	" 9⅜ " "
Fourth Cover	12⅛ " "	" 9¼ " "
Center Double Page . . .	12⅛ " "	" 20⅝₁₆ " "

CLOSING DATE

Copy and plates must be sent to publishers not later than

SATURDAY, FIVE WEEKS IN ADVANCE OF PUBLICATION DATE.

Copy and plates for all color work must reach the Publishing Office ONE MONTH in advance of above date.

GENERAL INFORMATION

Eight words average one line; fourteen lines in one inch.

Advertisements of less than five lines and reading matter advertisements are not accepted.

Advertisements in 3-column form are not acceptable

Advertisements containing cuts, black-faced type, borders etc., are subject to our change and to resetting of type matter

Halftone plates for black or color pages are acceptable only when made with screen not finer than 120, and proofs in duplicate should be submitted on our own super stock, from the identical plates furnished us.

Any deviation from exact measurements of plates for various size copy necessitates new plates, or a charge for the time and labor of adjusting discrepancies

Orders for preferred positions are non-cancellable

Orders specifying positions other than those known as preferred positions are not accepted

No discounts for space or time.

A cash discount of 2% will be allowed

All bills are due on the closing date of issue in which the advertisement appears.

A new rate immediately applies to all business not previously covered by a formal order giving definite dates and space.

The line rate will apply to all advertisements except exact quarter-page, half-page and full-page units.

All notes named herein are subject to CHANGE WITHOUT NOTICE.

FIG. 20

publications employing the flat rate yearly contracts are rather superfluous, and the only contract relationship really necessary between publisher and advertiser consists of definite written instructions on the advertiser's part as to when, where, and how the publisher is to insert that advertiser's advertising

Regulations

Published on the 15th of each month preceding date of issue. *Example*, April issue published March 15th.

All advertising copy is subject to publisher's approval.

Contracts will be accepted for a period not longer than one year. Schedules for space and dates of insertions must be given.

Bills are rendered on the 25th of the second month preceding date of issue and payable on or before the 5th of the following month, subject to 3% cash discount. *Example*, February 25th for the April issue, payable on March 5th.

Orders for preferred positions and color pages are non-cancellable.

Orders stipulating position as a condition of the contract will not be accepted.

Deduction for errors in key numbers will not be allowed.

Original Halftones only should be furnished—preferably 120 screen; black cuts, borders and type subject to stippling and resetting.

Plates and Electrotypes left in our possession will be destroyed at the end of 12 months, unless we have orders for re-insertion or definite advice regarding their disposal.

BLANK MAGAZINE

Black and white

	PER INSERTION
Full Page, 800 lines	$4300.00
Double Column, 200 lines d. c.	2200.00
Single Column, 200 lines	1200.00
Quarter Page, 100 lines d. c.	1150.00
Per Agate Line	6.00

Mininum space 5 lines.
No discount for space or time.

These rates are based on an average monthly circulation of 1,200,000 copies, 95% net paid.

Covers and pages in color

	PER INSERTION
Back Cover (3 process colors and black)	$8000.00
Second Cover (3 process colors and black)	6000.00
Third Cover (3 process colors and black)	6000.00
Inside Color Pages (3 process colors and black)	6000.00
Inside Page, super stock (black and 1 extra color)	5000.00

Rates on color pages do not include cost of making plates.

Color plates should be proved on our stock which we will furnish.

Rates subject to change without notice.

Closing Dates

FORMS CLOSE on the 5th of the second month preceding date of issue. *Example*, April number closes February 5th.

If proofs are desired for approval, copy and cuts should reach us ten days in advance of closing date.

CANCELLATIONS or changes in orders will not be accepted after closing date.

COLOR PAGES. Approved copy and plates should be in our publishing office two weeks prior to black and white closing dates.

If color proofs are desired for approval, three weeks earlier than black and white closing dates.

Size of Type Page

Black and White

Full page: 9⅜ x 14¼ inches, 800 agate lines. Composed of 4 columns, 200 lines deep and 2¼ inches wide.

Covers and Pages in Color

Inside pages in color:
9⅜ x 14¼ inches

Back cover and inside covers:
9¼ x 14¼ inches

Member A. B. C.

FIG. 21

message. However, many newspapers employing the flat rate make it a practice to urge their advertisers to sign a contract with them, because of the protection the contract gives the advertiser against a possible increase in rate.

The larger number of newspaper publishers still employ the sliding scale of rates, based on yearly contracts, but the flat rate has many advantages which are becoming more generally recognized all the time. When the sliding scale is utilized, discounts are almost invariably based on space used, the ordinary rate-determining units being 1,000 lines, 2,500 lines, 5,000 lines, 10,000 lines, and occasionally 20,000 lines. A good many newspaper publishers base their rate on so much per inch, rather than per line, and some scale their rates at 100, 300, 500, and 1,000 inches.

If advertising is to occupy special or preferred position and the contract is of the type that specifies space units and insertion dates, the special position and the price are always stipulated in the contract. If the contract is of the kind first mentioned—that is, for a certain amount of space to be used within a given time—the extra rate that is to apply on all preferred or special-position insertions is stated in the contract. Newspaper publishers usually charge 25 per cent. extra for so-called full position; that is, a position at the top of column and next to reading matter, or first following and next to reading matter. Some charge only 20 per cent., others $33\frac{1}{3}$ per cent., and some even as high as 50 per cent. Many publishers charge so much per line, or per inch, extra for position, but these extra charges, which are added to whatever basic rate the advertising earns, ordinarily amount to from one-third to one-fourth additional.

In the case of weekly and monthly magazines, there are a few publishers who still offer either time or space discounts, or both, but the great majority employ flat rates. There is also a clear tendency in the direction of making the charges for fractional parts of a page strictly pro rata to the charge for the whole page. One conspicuous exception to this rule is the case of the full-column spaces in women's magazines, which ordinarily command a higher rate than an equivalent amount of

BLANK MAGAZINE

Advertising Rates

BLACK AND WHITE

	Each Insertion.
Full Page (429 lines) . .	$1900.00
Two Columns (286 lines) .	1275.00
Single Column (143 lines) .	643.50
Per Agate Line (14 lines to inch)	4.50

Minimum space accepted, 7 lines single column or 14 lines double column.

COLOR PAGES

Subject to change without notice

Fourth Cover 4 colors .	$5000.00
Inside Covers 2 colors .	3000.00
" " 3 or 4 colors	3300.00
Page Insert 3 or 4 colors (on special stock)	3500.00
Tint Page, black and 1 color (on regular stock)	2100.00
Gravure page	2100.00

Rates based on more than 900,000 circulation

Size of Plates

Single Column . . .	2¼ x 10⅛ in.
Double Column . .	4⅞ x 10⅛ in.
Full Page	7 x 10⅛ in.
Color Page	7 x 10⅛ in.
Cover Page	7 x 10⅛ in.

Halftones should be 120 screen.

Closing Date

For inside (black and white) pages, 10th of second month preceding issue. For example: October issue closes August 10th.

When proofs for correction are desired, copy must be received one week before closing day.

Covers and color pages close 20th of third month preceding issue.

Publication Date

16th of month preceding date of issue. October issue is published September 16th.

SPECIAL RATES

Publishers' Rate . . 20% discount
Residence Schools, per ½ inch, $19.00

IMPORTANT NOTES

Halftones should be 120 screen.

We cannot accept reservation or blanket orders.

We cannot accept orders stipulating position, and we can accept only non-cancellable orders for color pages or covers.

Cancellations or changes in orders cannot be accepted after closing date.

We must reserve the right to stipple solid cuts, heavy black-faced type and borders.

To insure best results color plates should be proved on our color stock which we will furnish for that purpose.

We cannot accept orders at these rates for more than one year (12 issues) in advance.

We cannot submit proofs for correction unless copy is in our hands one week before closing day.

A. B. C. Statement and Auditor's Report are always available.

FIG. 22

DISPLAY ADVERTISING RATES

THE BLANK DAILY

All advertising for insertion on week days will be accepted only for morning and evening editions in combination.

This ruling does not apply to financial, insurance and commercial advertisements, for which a preferred rate is charged.

POSITION OR CLASSIFICATION	PER AGATE LINE		
	Sunday Edition	Combination Morning and Evening	Combination Sunday and Evening
Run of Paper	$ .25	$ .30	$.35
Page Two	.35	.45	.50
Page Three	.30	.35	.40
Amusements	.30	.45	.45
Political	.35	.45	.50
Reading Notices (Foot of Column, Adv. Mixed) ....First Page	2.50	3.75	3.75
....Inside Pages	1.50	2.25	2.25
*SUNDAY ROTOGRAVURE-INTAGLIO SECTION			
1 Time	.50	...	.65
13 Times Within One Year	.42	...	.57
26 Times Within One Year	.40	...	.55
52 Times Within One Year	.38	...	.53

Minimum Space 50 Lines. Forms close 12 days in advance date of publication.
Column measurement 23 agate lines wide, 288 lines deep, 7 cols. wide, 2016 lines to page.
Cancellations not accepted within 21 days of publication date.

POSITION RATES: When a condition of order and if available. Full position, following and next to reading matter add 25% to above rates. Top of page, run of paper, two times the above rate per line. Top of pages 2 or 3, three times the rate per line.

Financial, Insurance and Commercial Advertising, Used Within One Year:

	PER AGATE LINE				
	Morning Edition	Evening Edition	Sunday Edition	Combination Morning and Evening	Combination Sunday and Evening
1 Time	.40	.40	.55	.55	.70
52 Times	.34	.34	.50	.49	.65
104 Times	.32	.32	...	.47	...
156 Times	.30	.30	...	.45	...
312 Times	.28	.28	...	.43	...

No Display Advertising will be accepted for the First page, nor any advertising for Editorial pages.

Recognized Advertising Agency commission 13 per cent; cash discount 3 per cent on the gross if paid by the 10th of the following month.

*Rates incorrectly stated on orders are assumed to be clerical errors, and charges will be made in accordance with rate card.

Advertising for page 2 limited to one-quarter page or equivalent.

Classified Advertising Rates

THE BLANK DAILY

CLASSIFICATION	Per Agate Line		
	Morning	Evening	Combination Morning and Evening
Agate type, one time	$ .15	$ .15	$ .25
Agate type, three times or more in week	.12½	.12½	.17¼
Display type, one time	.20	.20	.30
Display type, three times or more in week	.17¼	.17¼	.23½
Display Real Estate and Autos	.20	.20	.30
Real Estate Display, 1000 lines within one year			.25
Benevolent Advertising and Church Notices (no discount)	.15	.15	.25
Hotels and Resorts (Display Type)	.20	.20	.30
*30 insertions	.17¼	.17¼	.23½
*00 insertions	.15	.15	.25
Poultry, Farm and Garden, Parcel Post and Mail Order	.20	.20	.30
13 insertions	.15	.15	.25
Educational			.30
30 insertions (circle column)			.25
Legal Advertising, General Legal Notices	.15	.15	.25

Letters of Administration, 6 times, once a week...$6.00
Letters Testamentary, 6 times, once a week 6.00
Widow Claim Notices, 4 times, twice a week..... 6.00
Charter Notices, 3 times a week.....10.00

* Single-column advertisements conforming to uniform style of set-up, which excludes illustrations and uses 10-point type for the first which is the indexing word. Balance of advertisement set solid.

FIG. 23

space in quarter-page units. Line rates are, of course, almost invariably considerably higher for the small-space units (usually up to $\frac{1}{8}$ or $\frac{1}{4}$ of a page) which are charged at the line rate, than they are for the larger-space units, such, for instance, as the half or quarter pages.

67. Rate Cards.—Different publications issue their rate cards in different forms. A number of rate cards that are typical of the various forms used are given in Figs. 20 to 24.

THE REPUBLICAN

Advertising Rates

7 13-em columns to page; 21¼ inches to column;
14 lines to inch

SPACE TO BE USED WITHIN ONE YEAR

DISPLAY — PER LINE

Less than 1,000 lines.....10 cents
1,000 lines.....7 cents
2,500 lines.....6 cents
5,000 lines.....5 cents

GUARANTEED POSITION

Next to reading.....10 per cent. extra
Full position.....25 per cent. extra

READERS

Reading notices.....35 cents per count line
First-page readers.....50 cents per count line
Telegraph readers.....$1 per count line
Headlines count double. All readers marked Adv.

AMUSEMENTS

15 cents per Agate line

LEGAL AND POLITICAL

15 cents per Agate line

CLASSIFIED ADVERTISING

One cent per word each insertion. No order accepted for less than 15 cents—cash with order

FIG. 24

Fig. 20 is the rate card of a large weekly magazine with a circulation of nearly 2,000,000.

Fig. 21 gives the rates of a typical woman's monthly publication with more than 1,000,000 circulation.

Fig. 22 is the rate card of an important standard monthly magazine having a circulation of about 1,000,000.

Fig. 23 shows the rates of a metropolitan daily paper employing the flat rate for all advertisers; its weekday circulation is 190,000 and its Sunday circulation 135,000.

Fig. 24 is the rate card of a morning paper in a city of about 140,000; circulation about 28,000.

One country weekly paper, with a circulation of 1,400, quotes a rate of 10 cents per inch with 15 per cent. discount to advertising agents.

The prevailing rates per inch per thousand of circulation of a group of publications representing each of the more important kinds are given in Table III.

TABLE III

RELATIVE BASIC ADVERTISING RATES OF DIFFERENT KINDS OF PUBLICATIONS

Kinds of Publications	Rate per Inch per 1,000 Circulation Cents
National Weeklies	6 to $17\frac{1}{2}$
Standard Magazines (general and literary)	$12\frac{1}{2}$
Standard Magazines (fiction)	5
Women's publications	7 to 10
Agricultural publications	7 to 10
Juvenile publications	5
Religious publications	8 to 10
Daily newspapers	$1\frac{1}{4}$ to 15
County newspapers (weekly and semiweekly)	10 to 20

CATALOGS, BOOKLETS, AND FOLDERS
(PART 1)

CIRCULAR MATTER IN GENERAL

GENERAL REMARKS

1. A great variety of printed matter that differs widely in character, size, and purpose may be included in the general subject of catalogs, booklets, and folders. With so broad a subject, all that can be done is to define and illustrate general principles. With these grasped, there should be little difficulty in deciding on the kind of printed matter required to meet certain needs, or in preparing something of an original nature. In catalogs, booklets, folders, etc., as well as in advertisements, there is need for distinctiveness; the examples in this Section should not therefore be taken as styles to be copied slavishly. Furthermore, a number of the examples shown are from copyrighted publications and should not be copied unless permission is obtained from the original publishers.

Then, too, nothing is gained by following designs used by others. Ideas, however, for entirely different designs may be suggested by examination of the work of others.

This Section is devoted principally to the description of catalogs, booklets, and folders, with special reference to their form and appearance and the mechanical and artistic problems connected with their production. The uses of such advertising pieces for the promotion of business will be treated, further on, in a Section entitled *Direct Advertising*.

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CLASSIFICATION OF CIRCULAR MATTER

CATALOGS

2. A dictionary definition of the word **catalog** is, "a list or enumeration of things, sometimes with explanatory additions." The difference between a catalog and a booklet is not very marked, but, generally speaking, the catalog is a pamphlet of fair size, with or without illustrations, in which a number of things are described in detail. The catalog deals more with full descriptions of goods, while the booklet treats sometimes of only one point, and is written more in the argumentative style.

Catalogs usually have, in addition to the description and illustration of a number of articles, some matter relating to the methods of manufacture, the excellence of the goods, the advantages of the advertiser's selling plan, etc., and often contain testimonials from users.

BOOKLETS

3. Various small pieces of bound printed matter known as booklets, circulars, brochures, primers, etc., may be included under the general head of **booklets.**

The booklet differs from the catalog, first, in that it is smaller and, secondly, in that it does not treat of such a variety of subjects. It usually has a single purpose—the presenting of one subject or one line of argument.

Most booklets printed nowadays for the better grade of advertising work either have covers or are printed on paper of a quality that can be used for both cover and inside pages.

FOLDERS

4. A **folder,** as its name implies, is a piece of printed matter consisting of only a few pages folded one or more times, and not bound in the usual book style. Most folders consist

of 4, 6, or 8 pages, printed on paper of a quality that can be used for both outside and inside pages. There is no fixed method of folding or binding such matter.

PLANNING PRINTED ADVERTISING

5. Determining the Kind Needed.—The class of people to be reached, the method of selling, the nature of the service, and the goods to be sold are the factors that determine what the printed matter of the advertising campaign should be.

If the people to whom printed matter is to be sent are those who receive very little advertising by mail, then conciseness is not the most important point. On the other hand, if the matter is to go to a very busy class—people that receive a great deal of mail—it must be either very concise or unusually attractive to receive attention, unless, of course, it is sent in response to an inquiry, in which case it may safely deal with the subject or subjects more in detail. Whenever a busy man contemplates purchasing some article of importance, such as an automobile, for instance, and sends for a catalog, he expects to receive full information. However, an automobile company might have brief booklets and folders for the purpose of developing inquiries.

6. The important question when about to prepare a catalog, booklet, or any other kind of printed matter is: Is it to be sent in answer to inquiries, or is it to be sent to arouse interest? The person already interested will pay close attention and read much matter. Where there has been no inquiry or no indication of interest, the printed matter must be more to the point and much more attractive, if it is to receive attention.

7. Size.—The tendency among advertising men seems to be more and more toward having printed advertising matter of as few pages as possible. Conciseness is a virtue, but when it is seen how eagerly the bulky catalogs of such concerns as Sears, Roebuck & Company and Montgomery Ward & Company, the great mail-order dealers, are read by hundreds of

thousands of people in small towns and rural districts, it is evident that there can be no set rule, but that the size of a catalog or booklet must be determined by a most careful study of its purpose.

It would be poor policy, for instance, for the International Correspondence Schools to send to those who inquire about courses, a brief booklet giving merely the list of subjects taught in a course, and a few other details. These inquirers want more information than such a booklet would afford, and, except in a few cases, will not pay for a course until they are fully convinced that the instruction will be of great benefit to them.

The average inquirer about a piano or a kitchen range will not be convinced by a mere illustration with a price under it.

8. In planning printed advertising matter, the writer should put himself in the place of the person that is to receive it. He should imagine that he is that person, and should endeavor to determine how much information he would want. The International Correspondence Schools prepared a booklet to be sent to capitalists and employers describing the work of the institution in about one-sixth of the space in which the same subjects would have been described to an inquirer about a course; the reason for the condensation was that capitalists and employers are interested merely in the characteristic features of the International Correspondence Schools and not in the details of its methods and its courses.

9. Influence of Method of Selling.—If the method of selling is by agents, or retailers, there is not the urgent need for completeness as to description, illustrations, and all details as there is where the sale must be closed by mail, because the agent or the retailer can supply details that are not given in the printed matter and possibly show the goods themselves. A piano manufacturer, for instance, may send to inquirers a handsome catalog consisting mostly of fine illustrations, and by then referring the inquiry to an agent in the inquirer's town, make it possible for the inquirer to see the piano in the local salesroom. It is safer not to leave too much to agent or retailer, but to describe the article as attractively as possible, and possi-

MAXIM SILENCER

For Ford Cars

Practically every third car is a Ford. Every Ford Car needs a Maxim Silencer. Every Maxim Silencer you sell pays you a good profit. It is a money-making Ford accessory that you should by all means handle and push.

The Maxim Silencer makes the Ford motor as quiet-running as the most expensive cars. It also increases the engine's efficiency by decreasing back pressure. It saves gasoline, makes the car quicker-starting and a better hill-climber.

The fame of the Maxim Gun Silencer and the Maxim Motor Boat Silencer almost instantly established a nation-wide demand for this new Automobile Silencer. It is backed by an extensive advertising campaign. The price is so reasonable that it is within the reach of every Ford owner.

FIG. 1

Keep This at Hand

And when canvassed for LIFE INSURANCE ask the agent the questions given below. If he cannot say "yes" to each, his company's policy is not as liberal as the policies issued by the

Massachusetts Mutual
Life Insurance Company
SPRINGFIELD, MASS.
Incorporated 1851

Under which a policyholder enjoys all the privileges that an affirmative answer indicates.

1. Is the policy issued under the Massachusetts Non-Forfeiture Law?

2. Does the policy participate in annual dividends?

3. In case a policy lapses through non-payment of premium, and becomes paid-up for $100 or more, does it participate in dividends?

4. Can dividends be used each year to reduce premium payments?

5. Or, if desired, to buy an annual addition to the policy?

Inside pages of a folder used i

6. And if used to buy additions, can these additions be surrendered on any anniversary of the policy after the second?

7. If preferred, can dividends be left with the company to accumulate at compound interest? And

8. Can the whole or any part of the sums so accumulated be at any time withdrawn in cash or used in payment of premiums?

9. Can the premium-paying period be reduced by the use of accumulated dividends?

10. Can the policy be surrendered for cash on any anniversary after the second?

11. Are the cash values for each year written in the policy?

12. Does the policy, in case of failure to pay a premium after three annual premiums have been paid, become binding upon the company as a paid-up insurance, WITHOUT ANY ACTION ON THE PART OF THE INSURED?

13. Are paid-up values for each year written in the policy?

14. Can such paid-up insurance be surrendered for its cash value on any subsequent anniversary?

15. Is an extended term insurance policy granted on request in case of lapse?

16. If so, has such extended term insurance a cash surrender value, and does the policy participate in annual dividends?

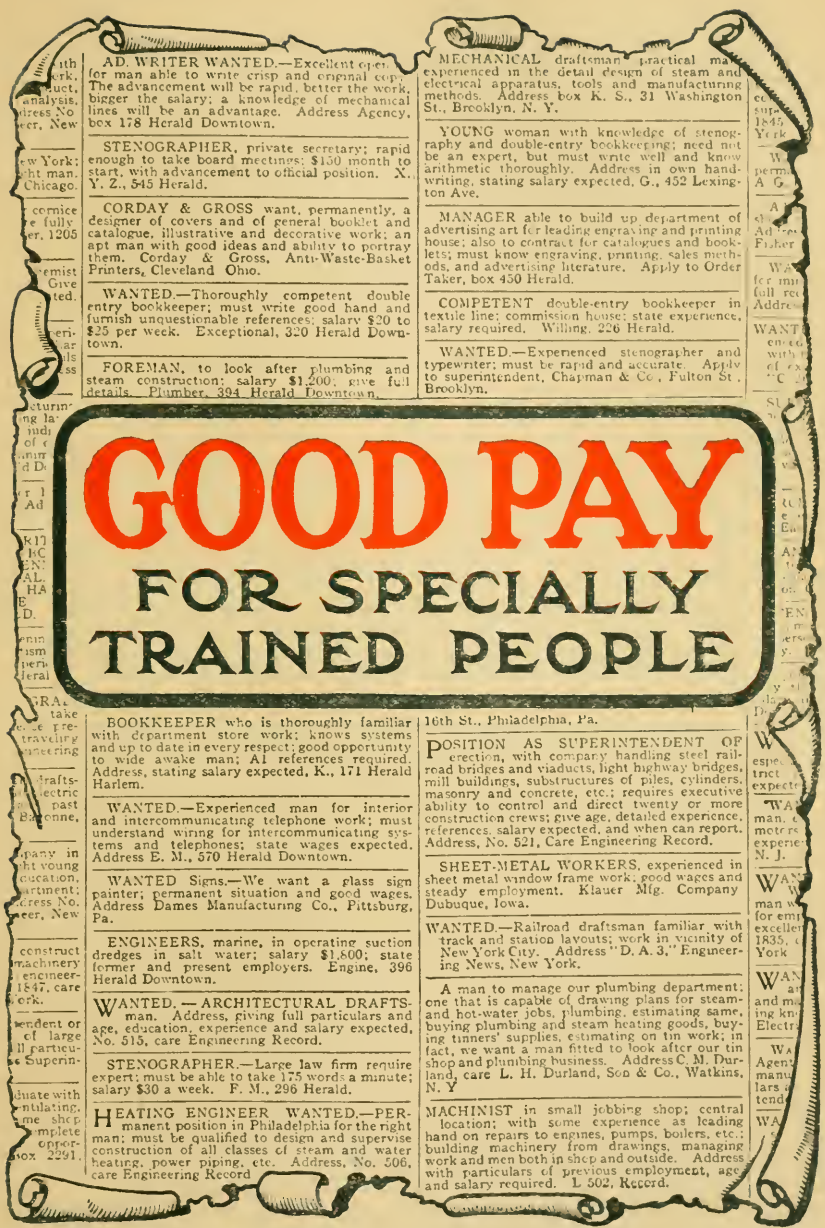

AD. WRITER WANTED.—Excellent open for man able to write crisp and original copy. The advancement will be rapid, better the work, bigger the salary; a knowledge of mechanical lines will be an advantage. Address Agency, box 178 Herald Downtown.
STENOGRAPHER, private secretary; rapid enough to take board meetings; $150 month to start, with advancement to official position. X. Y. Z., 545 Herald.
CORDAY & GROSS want, permanently, a designer of covers and of general booklet and catalogue, illustrative and decorative work; an apt man with good ideas and ability to portray them. Corday & Gross, Anti-Waste-Basket Printers, Cleveland Ohio.
WANTED.—Thoroughly competent double entry bookkeeper; must write good hand and furnish unquestionable references; salary $20 to $25 per week. Exceptional, 320 Herald Downtown.
FOREMAN, to look after plumbing and steam construction; salary $1,200; give full details. Plumber, 394 Herald Downtown.
MECHANICAL draftsman; practical man experienced in the detail design of steam and electrical apparatus, tools and manufacturing methods. Address box K. S., 31 Washington St., Brooklyn, N. Y.
YOUNG woman with knowledge of stenography and double-entry bookkeeping; need not be an expert, but must write well and know arithmetic thoroughly. Address in own handwriting, stating salary expected, G., 452 Lexington Ave.
MANAGER able to build up department of advertising art for leading engraving and printing house; also to contract for catalogues and booklets; must know engraving, printing, sales methods, and advertising literature. Apply to Order Taker, box 450 Herald.
COMPETENT double-entry bookkeeper in textile line; commission house; state experience, salary required. Willing, 226 Herald.
WANTED.—Experienced stenographer and typewriter; must be rapid and accurate. Apply to superintendent, Chapman & Co., Fulton St., Brooklyn.
GOOD PAY
FOR SPECIALLY
TRAINED PEOPLE
BOOKKEEPER who is thoroughly familiar with department store work; knows systems and up to date in every respect; good opportunity to wide awake man; A1 references required. Address, stating salary expected, K., 171 Herald Harlem.
WANTED.—Experienced man for interior and intercommunicating telephone work; must understand wiring for intercommunicating systems and telephones; state wages expected. Address E. M., 570 Herald Downtown.
WANTED Signs.—We want a glass sign painter; permanent situation and good wages. Address Dames Manufacturing Co., Pittsburg, Pa.
ENGINEERS, marine, in operating suction dredges in salt water; salary $1,800; state former and present employers. Engine, 396 Herald Downtown.
WANTED.—ARCHITECTURAL DRAFTSman. Address, giving full particulars and age, education, experience and salary expected, No. 515, care Engineering Record.
STENOGRAPHER.—Large law firm require expert; must be able to take 175 words a minute; salary $30 a week. F. M., 296 Herald.
HEATING ENGINEER WANTED.—PERmanent position in Philadelphia for the right man; must be qualified to design and supervise construction of all classes of steam and water heating, power piping, etc. Address, No. 506, care Engineering Record
16th St., Philadelphia, Pa.
POSITION AS SUPERINTENDENT OF erection, with company handling steel railroad bridges and viaducts, light highway bridges, mill buildings, substructures of piles, cylinders, masonry and concrete, etc.; requires executive ability to control and direct twenty or more construction crews; give age, detailed experience, references, salary expected, and when can report. Address, No. 521, Care Engineering Record.
SHEET-METAL WORKERS, experienced in sheet metal window frame work; good wages and steady employment. Klauer Mfg. Company Dubuque, Iowa.
WANTED.—Railroad draftsman familiar with track and station layouts; work in vicinity of New York City. Address "D. A. 3," Engineering News, New York.
A man to manage our plumbing department; one that is capable of drawing plans for steam and hot-water jobs, plumbing, estimating same, buying plumbing and steam heating goods, buying tinners' supplies, estimating on tin work; in fact, we want a man fitted to look after our tin shop and plumbing business. Address C. M. Durland, care L. H. Durland, Son & Co., Watkins, N. Y
MACHINIST in small jobbing shop; central location; with some experience as leading hand on repairs to engines, pumps, boilers, etc.; building machinery from drawings, managing work and men both in shop and outside. Address with particulars of previous employment, age and salary required. L. 502, Record.

FIG. 3

First page of a 4-page folder prepared for distribution by hand

bly leave the price, the plan of payment, etc. to the salesman, especially if the price is the greatest obstacle to overcome and the point on which personal talk and demonstration is most needed. A great deal of first-class advertising matter is printed not to bring direct orders, but to send the inquirer, or recipient, to a retailer. But as not all retailers handle the advertised goods, many advertisers provide for a direct sale in case the prospective purchaser cannot get what he wants at the retail store. Direct-by-mail to the consumer forms a very large advertising field and will be treated in another Section.

10. Influence of Nature of the Article.—It is manifest that in preparing a booklet describing an ordinary toilet soap the writer need not go as much into detail as he should in writing a catalog describing high-priced, intricate machinery. As a general rule, the greater the cost of the article, the greater the need for full description.

11. Circulars for Use of Retailers and Jobbers. Many circulars are printed with the idea that they will be given out by the retailer and not sent by the manufacturer direct to the prospective purchaser.

Sometimes it is a good sales policy to supply the jobbers and middlemen with circulars to enclose with correspondence and bills going to retailers. If there are no middlemen such circulars can be used by the manufacturer. Fig. 1 shows the front page of a circular used by the Maxim Silencer Company.

12. Folders for Follow-Up Letters.—Good folders are very helpful when sent along with form letters in follow-up systems. The question of cost is frequently an obstacle in making a sale. A prospective will inquire about a set of books, a piano, an investment of some kind, an insurance policy, etc., and then finally conclude that it costs too much money. A vigorous canvass is then needed to show that the expenditure is an investment, not an expense.

While it is advisable to present the strongest argument when the inquiry is first answered, some additional "sledge-hammer blows" at the chief obstacles in the way of a sale are effective in the follow-up. In Fig. 2 are shown the inside pages

of a 4-page folder used by an insurance company in its follow-up to overcome the prospective's hesitation in coming to a decision as to which is the best company. Therefore, this argument is right to the point, and in case the agent is not able to see the prospective immediately, the folder may temporarily keep the business from going to another company.

13. Circulars for Distribution by Hand.—In Fig. 3 is shown the first page of a 4-page folder prepared by the International Correspondence Schools for distribution by its field representatives. A million circulars of this kind are handed out in shops, factories, stores, etc. every month. This circular does not present a complete canvass. It is practically an expanded magazine advertisement. It does not explain the method of teaching employed by the International Correspondence Schools, nor does it give the price of any course. The object is merely to interest—to convince the reader that technical education means a higher position and a larger salary and to arouse his ambition and impel him to investigate further. An attached post card gives a list of the various courses and provides a convenient way by which the reader can obtain further details.

MECHANICAL DETAILS

14. The important mechanical details to be decided on when planning a catalog, booklet, or any other kind of circular are the following: Size of the leaf; number of pages; method of binding; the kind of illustrations that shall be used, if any; if the catalog or booklet is to have a cover, the kind of cover that shall be used, whether paper, cloth, leather, etc.; the quality of stock, the design and the color combination for the cover; and the paper, typography, and color combination for inside pages.

SIZE OF LEAF

15. Standard Proportion.—Among book printers there is a standard proportion that provides that the length of a book should be one and a half times the width. The size of the pages of this Section conforms very nearly to that standard. In accordance with this rule, a catalog that is 6 inches wide should be 9 inches long. It is not necessary or even desirable to follow the rule invariably, for originality and individuality should be sought when they can be attained without the sacrifice of anything else. If the designer of catalogs and booklets is original enough to depart from the standard proportion, well and good, but he will be sure of a good effect if he makes the length of his book about one and a half times the width. Sometimes the subject of the catalog makes it desirable to adopt a long narrow page or a page that is almost square. Three favorite sizes in catalogs are the $4\frac{1}{2}''\times 6''$ size, the $6''\times 9''$ size, and the $9''\times 12''$ size. These are well adapted to filing and are more likely to be kept by those who file catalogs than are other sizes.

16. Size of Catalogs.—Catalogs may be made in almost any size that an advertiser desires. There are three things, however, to be considered: (1) attractiveness and convenience; (2) dimensions that may, without undue waste, be cut out of the kind of paper the advertiser wants used; and (3) a size that will go into a regular size of envelope (if the catalog is to be sent flat in an envelope), thus avoiding the necessity and the extra cost of having special envelopes made.

17. Sizes of Envelopes.—The names and dimensions of the common, or standard, sizes of envelopes are given herewith. A catalog 6 in.$\times$ 9 in. in size can be used in a No. $1\frac{1}{2}$ or a $1\frac{3}{4}$ Catalog envelope; one 7 in.$\times$10 in. in a No. 6 Catalog envelope; and one 9 in.$\times$12 in. in size in a No. $12\frac{1}{2}$ Catalog envelope.

It is sometimes advisable to make an envelope from a lighter weight of the same stock as the cover used on the catalog, to add character and to increase the effect of the catalog upon

the recipient. Even in such cases, it is best to use one of the standard sizes, because the envelope manufacturers have machines suited to these sizes, whereas other sizes would have to be made by hand.

STANDARD SIZES OF ENVELOPES

COMMERCIAL

	Size, in Inches		*Size, in Inches*
No. 3	$2\frac{5}{8} \times 4\frac{3}{8}$	No. $8\frac{1}{2}$	$3\frac{5}{8} \times 8\frac{3}{8}$
No. 4	$2\frac{7}{8} \times 5\frac{1}{4}$	No. 9	$3\frac{7}{8} \times 8\frac{7}{8}$
No. 5	$3\frac{1}{8} \times 5\frac{1}{2}$	No. 10	$4\frac{1}{8} \times 9\frac{1}{2}$
No. $6\frac{1}{4}$	$3\frac{1}{2} \times 6$	No. 11	$4\frac{1}{2} \times 10\frac{3}{8}$
No. $6\frac{3}{4}$	$3\frac{5}{8} \times 6\frac{1}{2}$	No. 12	$4\frac{3}{4} \times 11$
No. 7	$3\frac{3}{4} \times 6\frac{3}{4}$	No. 14	$5 \times 11\frac{1}{2}$

LEGAL

No. 9	$3\frac{7}{8} \times 8\frac{7}{8}$	No. 11	$4\frac{1}{2} \times 10\frac{3}{8}$
No. 10	$4\frac{1}{8} \times 9\frac{1}{2}$	No. 12	$4\frac{3}{4} \times 11$

BARONIAL

No. 4	$3\frac{5}{8} \times 4\frac{5}{8}$	No. $5\frac{3}{4}$	$4\frac{5}{8} \times 5\frac{15}{16}$
No. 5	$4\frac{1}{8} \times 5\frac{1}{8}$	No. 6	5×6

BANK

No. 6	$4\frac{1}{8} \times 6\frac{1}{4}$	No. 8	$5 \times 7\frac{1}{2}$
No. 7	$4\frac{5}{16} \times 7\frac{1}{8}$		

CATALOG

No. 1	6×9	No. 6	$7\frac{1}{2} \times 10\frac{1}{2}$
No. $1\frac{1}{2}$	$6\frac{1}{4} \times 9\frac{1}{2}$	No. 8	$8\frac{1}{4} \times 11\frac{1}{2}$
No. $1\frac{3}{4}$	$6\frac{1}{2} \times 9\frac{1}{2}$	No. $9\frac{1}{2}$	$8\frac{1}{2} \times 10\frac{1}{2}$
No. 2	$6\frac{1}{2} \times 10$	No. $10\frac{1}{2}$	9×12
No. 3	7×10	No. $12\frac{1}{2}$	$9\frac{1}{2} \times 12\frac{1}{2}$

PHOTOGRAPH

Small cabinet	$4\frac{13}{16} \times 7\frac{1}{4}$	Royal	$5\frac{1}{4} \times 8$
Imperial	$5\frac{3}{8} \times 7\frac{1}{2}$		

PORTFOLIO

No. 1	$5\frac{1}{2} \times 8\frac{5}{8}$	No. 3	$6\frac{1}{16} \times 9\frac{9}{16}$
No. 2	$6\frac{1}{4} \times 8\frac{5}{8}$		

18. Sizes of Booklets.—A popular size in booklets is that which is $3\frac{1}{4}$ or $3\frac{3}{8}$ inches wide by 6 or $6\frac{1}{4}$ inches long, this size fitting the No. $6\frac{3}{4}$ and the No. 7 sizes of envelopes. Many advertisers prefer, however, to make their envelope booklets

$3\frac{3}{8}$ inches wide and about $5\frac{1}{2}$ inches long, which is nearer the standard proportion than the other sizes mentioned.

In choosing the size for a booklet or folder, care should be taken to see that the size of the cover (double, including back and front) cuts out of a full sheet evenly; that is, without wasting any of the stock. In figuring on size, the plan should be to have covers cut a little longer and wider—$\frac{1}{8}$ inch is sufficient—than they are to be in the completed job; this margin allows for trimming after the books are printed. Any waste paper, while not given by the printer to the customer, must nevertheless be paid for by the customer. As an illustration, a cover the size of one page of which is 6 in.×9 in., makes a sheet 12 in.×9 in. when opened up (including back and front), and this will "cut to advantage" (that is, without much waste) out of 20″×25″ cover stock, cutting four out of a sheet and allowing a little extra paper for trimming after the book is printed and bound.

19. Follow-Up and Circularizing Folders.—The regular, or standard, sizes of envelopes—shown in the accompanying table—have a bearing on the sizes of circular matter that is to be used in them. The most used sizes are folders that fold to $3\frac{3}{8}$ in.×6 in. for use in No. $6\frac{3}{4}$ Commercial envelopes, which are $3\frac{5}{8}$ in.×$6\frac{1}{2}$ in.; and folders that fold to $3\frac{7}{8}$ in. ×9 in. for use in No. 10 Commercial envelopes, which are $4\frac{1}{8}$ in. ×$9\frac{1}{2}$ in.

20. Sizes of Direct-by-Mail Circulars.—There are three general classification of sizes for direct-by-mail circulars. The larger ones are known as *broadsides* and the smaller ones are known as *standards* and *cards,* while the flat cards which do not fold are known as *mailing cards.*

The **broadsides** are usually 11 in.×14 in., 16 in.×22 in., 19 in.×25 in., or double these sizes. The **standards** are $5\frac{1}{2}$ in. ×14 in., 7 in.×11 in., $8\frac{1}{2}$ in.×11 in., and $7\frac{1}{4}$ in.×14 in. The **mailing card** sizes are $4\frac{1}{2}$ in.×9 in., $5\frac{1}{2}$ in.×7 in., and 7 in. ×11 in. These sizes are commonly used because they cut to advantage from the usual sizes of paper.

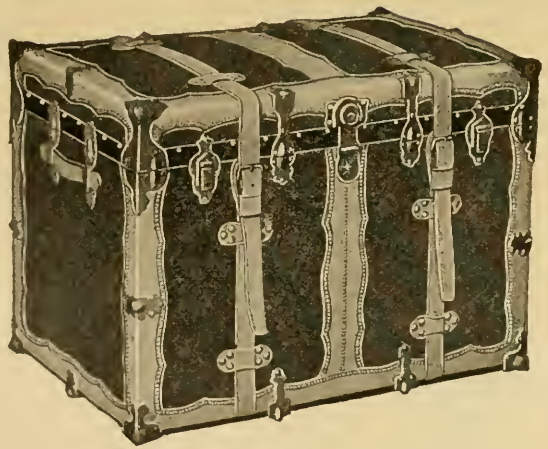
21. Supplementary-Literature Circulars.—The sizes of supplementary-literature circulars, such as those enclosed in packages, are usually determined by the size of the package. They must fit the package easily either with or without folding.

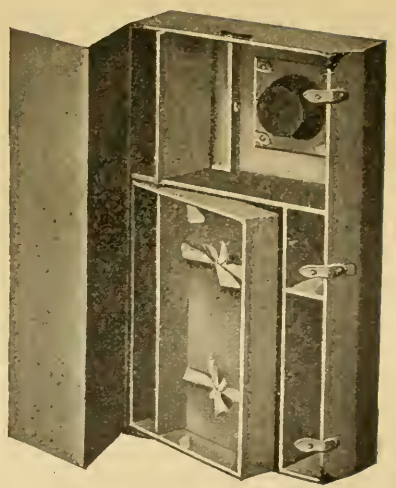
NUMBER OF PAGES

22. A circular in the form of a folder may be printed easily in 6 pages or any other number of pages that is a multiple of 2. But in designing a 6-, a 10-, or a 12-page folder, care should be taken to adopt a size of page that will cut without waste out of standard sizes of paper, for with the usual page dimensions, a 6-, a 10-, or a 12-page folder will not cut out of standard papers as economically as 4-, 8-, and 16-page folders. In catalogs and booklets, after going beyond 16 pages, the number should be 24, 32, 40, 48, 56, 64, etc., having for the total either a multiple of 8 or a multiple of 16, preferably of 16, as this size of form reduces the cost of presswork. A 52-page booklet can be printed, but the 4 pages added to the 48 cost proportionately more than the others, on account of the additional expense in the mechanical details of production. Ordinarily, it costs no more to print a booklet of 48 pages than it does to print one containing 44 pages; and sometimes the cost is less. Therefore, it is well to avoid multiples of 4 after going beyond 16 pages. Usually, the cost of an extra 4-page form will be about 40 per cent. of the cost of a 16-page form, and the cost of an 8-page form, about 65 per cent.

BINDING

23. Square and Oblong Bindings.—As a general rule, the catalog or booklet bound in the **square-binding style,** that is, along the long side of the page, is better than one bound at the short end of the page, known as **oblong,** or **album, binding.** A large catalog that is bound oblong is awkward to handle. Both hands are required for holding while reading,





No. 4000—The camera gives you an idea of its beauty. Here are a few of its "talking points." An extra large trunk, covered with heavy black walrus grain leather, bound with the finest grade of bleached sole leather. Combination sets of the finest copper-plated malleable-iron trimmings, heavy bolts and dowels, double-backed steel hinges, Yale paracentric excelsior lock. Trunk is riveted at every point. It is lined throughout with Holland linen, and has two extra dress trays. The arrangement of the upper tray, shown in the cut, speaks for itself.

Sizes	34	36	38
Prices	$65.00	67.50	70.00

Fig. 4

and, unless supported by stiff backs, the sides fall over the hands. Therefore, unless the pamphlet is small, square binding is usually better.

Sometimes the illustrations or testimonials to be used are of such character that oblong binding, or binding at the short end of the sheet, is preferable. In Fig. 4 is shown a page taken from a catalog that was bound in the oblong style. If this catalog had been bound on the long side of the page, it would have been necessary, with the present arrangement of cuts, for the reader to turn the book half way around in order to read (as is necessary in looking at the reproduction of the page in this Section). If the person that prepared the catalog had tried to avoid this by running his text across the short way of the page and putting one of the illustrations under the other, the arrangement would not have been so good as that shown.

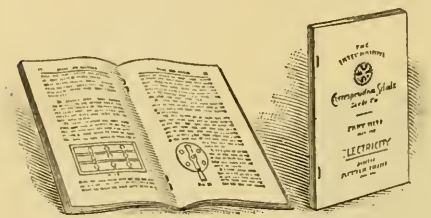


Fig. 5

Fig. 6

24. Saddle-Stitch and Side-Stitch Bindings. — Usually, booklets containing 64 pages or a smaller number are bound through the center, the wire stapling, or stitching, being put through the book by machinery from the exact center; that is, between pages 24 and 25 in a 48-page book, as shown in Fig. 5. This method is known as **saddle-stitch binding.** Larger booklets may be bound this way where the paper is very thin.

Booklets containing more than 64 pages are usually stitched through from one side to the other, as shown in Fig. 6. This method is known as **side-stitch binding.**

25. Cord Binding Compared With Wire Stitching. For the ordinary catalog or booklet, wire stitching answers all purposes, and besides it is not costly. If it is desired to have something especially attractive, a silk cord may be used to fasten the printed matter together, but this increases the expense. It is true, however, that a good exterior color har-

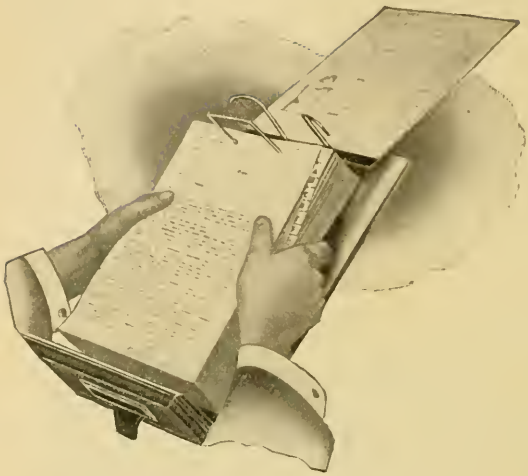
mony may be produced by cord binding, a red cord, for instance, being used for a booklet bound in a buff or a green cover; red in such a case produces a pleasing effect. Sometimes a leather thong is used instead of a cord. *Cord binding, leather-thong binding,* etc. are practicable only in cases where there are comparatively few pages and where artistic effects are in keeping with the subject of the catalog or the booklet.

26. Double Cover.—Sometimes it is possible to use lightweight stock and double the cover; that is, a cover sheet twice as long as the booklet is used. The booklet is stitched through this, and the upper half of the cover is then folded back on itself, thus making the cover double, and the stitching does not show on the outer part. Double covers are practical only on small editions.

ILLUSTRATIONS

27. The purpose of the catalog is to give the reader very nearly as good an idea of an article as he could get if he were present and could examine what he is thinking of buying. Obviously, then, with most circulars, no matter how well the descriptive matter is written, **illustrations** are needed to picture the goods. It is difficult to make solid printed matter look interesting, but nearly every one is attracted by good illustrations. Therefore, while good illustrations for circular matter are expensive, they are usually worth all they cost.

28. Opportunity for Liberal Illustration.—The variety and the fine quality of papers available for catalog and booklet printing give the advertiser a free hand in illustrating. In general magazine and newspaper advertising, the advertiser is rarely able to get just the right combination in paper and cuts; and the speed of magazine and newspaper presses makes it almost impossible to produce the finest results. But in catalog and booklet work, and in a few magazines and trade papers, he can, if the purpose justifies the cost, use page and half-page illustrations of the best character in line, half-tone, and color; and he may have an artist design special borders, initials, and



Letters or papers that have been transferred from a Shannon File to a Shannon Binding Case may be examined with exactly the same facility as when in the original file.

This is due to the fact that all letters are transferred **intact.**

This process is very simple.

The cover is opened back over the arches; the arches are opened; the **U**-shaped transfer wire is fitted into the hollow posts.

Then the entire contents—indexes and all—are easily lifted off the posts and put on the transfer wire, which keeps them in the same position as before.

The arches used in transferring to Shannon Binding Cases are identical in quality with those provided for the file and file drawers.

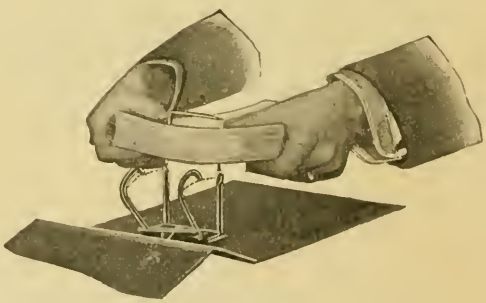


Fig. 7

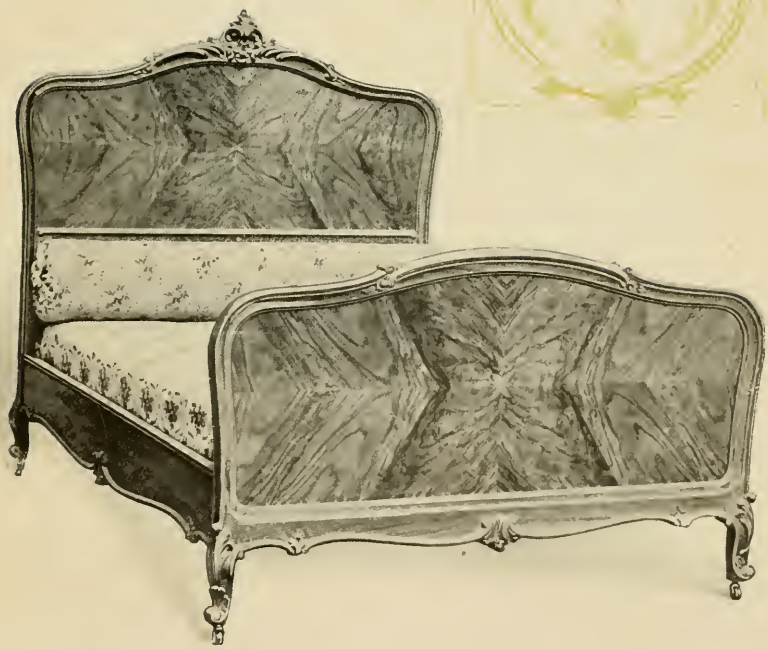
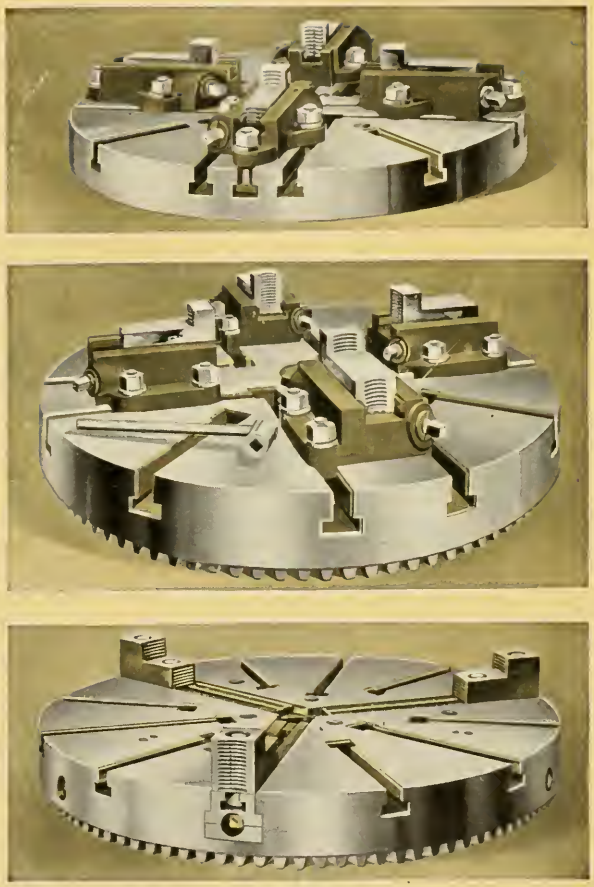


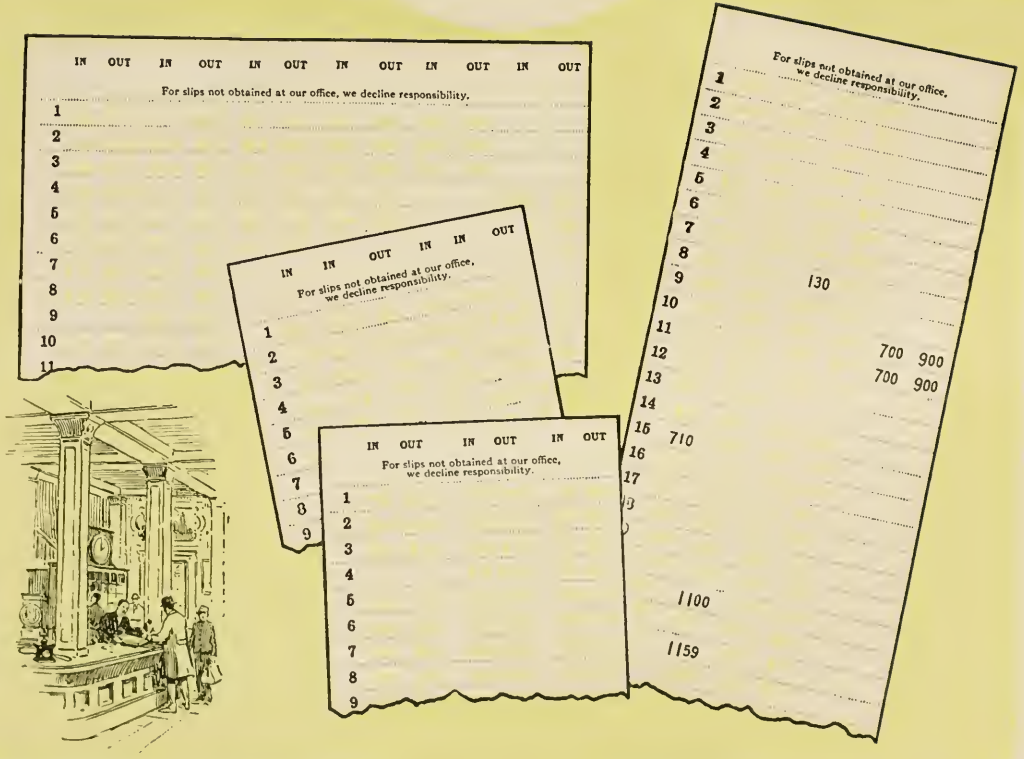
FIG. 8

I L T 102C § 18 Catalog illustration with decoration of historical character



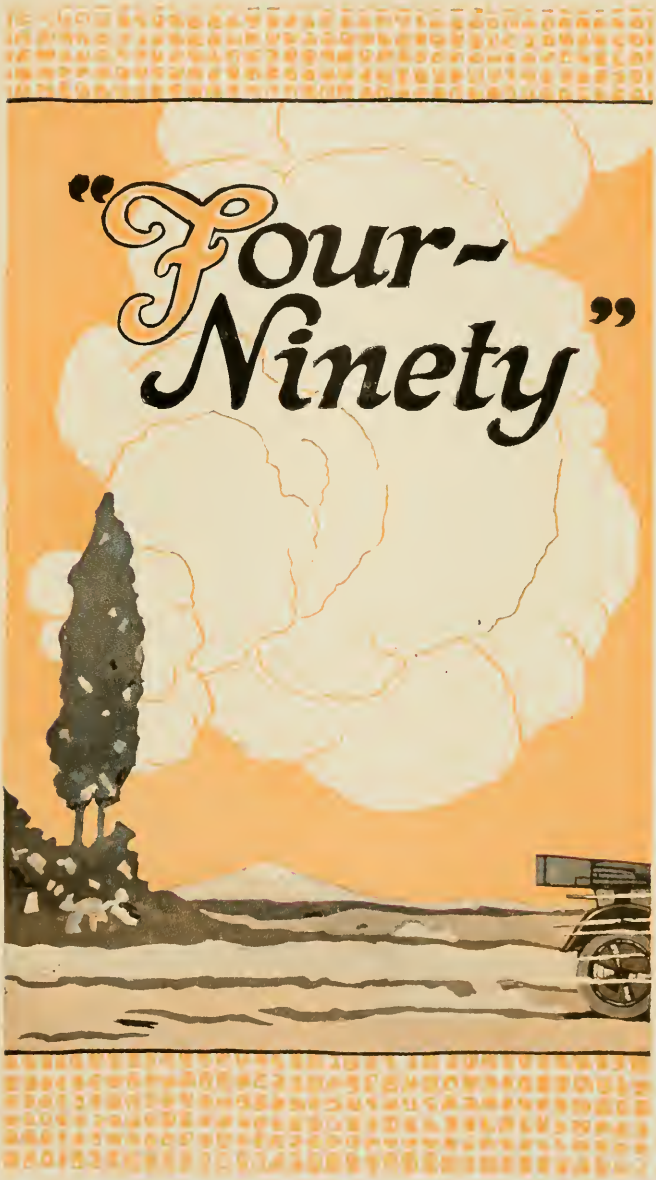
I L T 102C § 18

Fig. 9



I L T 102C § 18

Fig. 10



I L T 102C § 18

Fig. 11

(*a*)

(*b*)

(*c*)

I L T 102C § 18

FIG. 12

RED
PURPLE
ORANGE
BLUE
GREEN
YELLOW

Fig. 2

1
2
3
4
5
6
R
RRO
RO
ORO
O
OYO
YO
YYO
Y
YYG
YG
GYG
G
GBG
BG
BBG
B
BBV
BV
VBV
V

Fig. 1

ornaments for the pages. Whether line cuts or half-tones should be used depends on the subject, and on the paper selected for the book, as has been explained in the Sections on *Engraving and Printing Methods* and *Advertisement Illustration*.

29. Descriptions should not be left incomplete merely because they are supplemented by illustrations. People do not ordinarily send for catalogs merely to look at the pictures. The description should be made as attractive as possible and the illustration used to give realism. Fig. 7 shows a fine example of a well illustrated catalog page. Not only are the files themselves shown, but how conveniently they may be handled. The two illustrations are well arranged in connection with the text. In the original page, the text was printed in olive, which color contrasted well with the black used for the illustrations, and made a more effective page than that here shown.

30. Illustrations in Color.—Color cuts are expensive, yet in certain catalogs nothing except a color cut will give the proper idea of the subject. Some of the larger mail-order houses now illustrate their rugs, carpets, wallpaper, etc. entirely in color, and many manufacturers use two or more colors in their illustrations.

Figs. 8 and 9 show examples of the very fine illustrative effects that are possible with two-color half-tones. The impressions from the original plates were superior to the reproductions shown here and, as printed in the catalogs, were larger than these reproductions.

The background of the illustration shown in Fig. 8 is typical of the Louis XV Period, and forms a most appropriate setting. Note that it does not come close enough to the half-tone of the bed to lessen the effectiveness. Decorative work of this kind requires the service of a high-grade artist.

While illustrations of this character are costly, the difference in effectiveness between a catalog with illustrations of this grade and a catalog with one-color illustrations is so great that the extra expense is often more than justified.

Fig. 9 shows how a tint may be used for a border setting as well as to give a dark tone to parts of the illustration itself. This high type of machinery illustration requires much careful work on the part of the artist, engraver, and printer. Note how the high lights (portions almost or wholly white) have been brought out by the engraver.

Fig. 10 illustrates the effect produced with two colors by the use of two line plates. Fig. 11 is printed with two colors from two half-tone plates, the appearance of several colors being produced by the varying tone of the shading and the printing of one color over the other in some parts. A similar effect can also be produced by use of two line cuts.

In Fig. 12 is shown a three-color process illustration. An illustration of this kind gives the reader an impression that he could not possibly get from a page printed entirely in black. It is almost equivalent to looking at the tiling itself.

Color printing and the illustration of printed matter have been treated in the Sections on *Engraving and Printing Methods* and those on *Advertisement Illustration*. However, since color work in catalogs and booklets often adds much to their effectiveness, the student of advertising will do well from time to time to get specimens of the work of the plate makers and color-work specialists that advertise in advertising and printing magazines. One or more of the magazines published for printers will enable such a student to increase his knowledge of fine illustrative and color effects, for these magazines show specimens of the finest work.

31. Character, Shape, and Size of Illustrations. In determining the character and size of illustrations to be prepared for a catalog or a booklet, the subject of the catalog must be considered as well as the shape and size of the page. The descriptions of such merchandise as fine furniture, pottery, pianos, and jewelry are made more realistic and impressive by artistic illustrations, delicate colors, and decorative borders and backgrounds. Subjects like steam boilers, farm wagons, etc., while often helped much by color illustrations, do not require delicate decorative treatment.

The shape and size of illustration should harmonize with the shape and size of the page of the book. A book with a deep, narrow page presents the best appearance with an illustration that is deeper than it is wide. In Figs. 13 and 14, the outside lines represent the boundaries of book pages, and the small inside spaces, the illustrations. It is evident that the illustrations represented in Fig. 13 (*a*) harmonize better with the shape of the page than those shown in Fig. 13 (*b*); likewise, there is more harmony between the shape of the illustration and the shape of the page shown in Fig. 14 (*a*) than is the case with that shown in Fig. 14 (*b*).

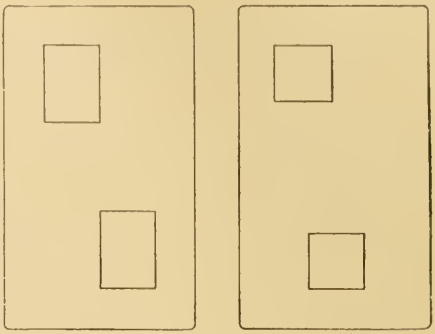


FIG. 13

This principle of harmony is a safe one to follow generally, though it is departed from in exceptional cases. Fig. 14 (*b*), for example, would be a better style for a refrigerator catalog than Fig. 14 (*a*), owing to the fact that an illustration very much wider than it is deep is not well adapted for a picture of a refrigerator of the usual shape. If, however, it is desired to show two views of the refrigerator, one with the doors

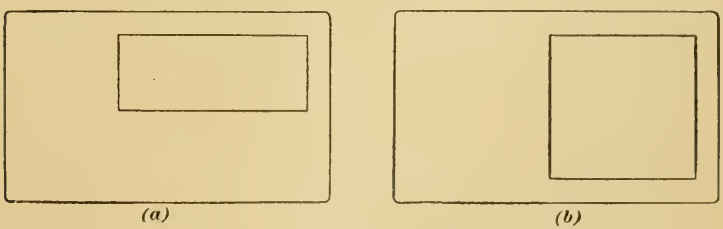


FIG. 14

closed, the other with the doors open, the size shown in Fig. 14 (*a*) would be convenient, because the two illustrations could be placed side by side.

32. It should be borne in mind that the size of the leaf should in the first instance be fixed with some regard to the subject. A page like that shown in Fig. 13, for example, is much better for a catalog of clothing or upright drills than a page like that shown in Fig. 14. A shape like that in Fig. 14, on the other hand, is well adapted to a catalog of couches or traction engines. When the appropriate size of page has been adopted, there will be little difficulty in arranging the sizes of illustrations.

No rule can be laid down as to what proportion of a page an illustration should occupy to give the best effect. If there are only one or two illustrations to be placed on a large page, they should not be so small as to destroy their detail. On the other hand, unless an illustration is to take up the entire width of the page, it should not be so wide as to leave a narrow space beside the cut for type and thus cause the type to be letter-spaced freely. This is a common fault of illustrated pages. In a type page 4 inches wide, the cut should not occupy more than $2\frac{1}{2}$ inches of the measure, if type is to be set alongside and the best appearance is desired.

In ordering an illustration designed to take up about the width of the type page, have it made just a little narrower than the type measure; that is, for a 4-inch measure, a $3\frac{3}{4}$-inch cut should be ordered. Particularly when the cut has a dark tone this slight difference in width helps the artistic effect. Light illustrations, especially those with a vignette, can often be made to extend into a margin—that is, beyond the type measure on one side—with good effect. The principle of balance should be looked after carefully.

PAPER, TYPOGRAPHY, AND COLOR HARMONY

33. Advertising literature will win or lose orders according to the way it impresses the persons that read it. A cheap-looking, poorly prepared catalog or booklet will have a tendency to cheapen the goods it describes. People are not likely to put faith in statements about quality when quality is belied by the very appearance of the paper, type, and illustrations that claim it. Catalogs, booklets, and circulars go where no salesman can follow and into places too small to justify sending a salesman. Therefore, they should be made as attractive as circumstances will permit. However, in spite of the fact that attractiveness and good quality of paper are usually desirable, there are exceptional cases where the number of articles to be described or the class to be reached make it advisable to pack pages with matter and to use cheap grades of paper.

THE USE OF COLORS

34. Catalogs, booklets, and other advertising matter derive much of their power to make a pleasing impression from the proper use of color. High-class printers and illustrators are able to assist in the selection of appropriate colors of papers and inks for printed matter, but as comparatively few printers and not all illustrators are specialists in color work, the advertising man should be able to decide for himself as to what colors are appropriate to the subject of the work and harmonious with one another, as well as suitable to the class of people addressed and the character of the message.

Because the subject of color is so intimately related to the make-up of catalogs and other advertising matter, the principles of color harmony will be here explained before the subjects of paper and typography are taken up.

COLOR HARMONY

35. The subject of color harmony is a broad one; nevertheless, a clear understanding of a few fundamental principles will guide the advertising man safely in the selection of colors for whatever work may be required.

36. Source of All Color.—What is familiarly called **color** is the sensation produced upon the retina of the eye by those rays of light that are reflected from any lighted surface, other rays being absorbed by the surface.

White light, which is considered as pure light, is composed of all the colors that exist naturally or are made artificially.

If a beam of white sunlight is allowed to pass through a glass prism, the light is decomposed or separated by refraction into colors.

If these colors are allowed to fall on a screen in a room that has been darkened, a beautiful band of colors will be produced.

This band of color is known as the **solar spectrum** and contains every gradation of pure color, but for convenience the following division is usually made, the colors being given in the order in which they are located: violet, indigo, blue, green, yellow, orange, and red.

Fig. 15 shows a spectrum, but indigo is omitted for the reason that this particular color is often considered as a gradation of the blue. Red, yellow, and blue are sometimes considered as the primary spectrum colors, and orange, green, and violet as compound spectrum colors, caused by combining or overlapping of the primaries shown in the circles in the upper portion of Fig. 15.

37. For industrial purposes the pigment theory of color is adopted, and this is based on the assumption that there are three primary pigment colors—red, yellow, and blue—which are independent and separate pigments, differing widely from each other. These pigments are made as nearly like the spectrum colors as possible, but it is impossible to manufacture pigments that will exactly match a spectrum color.

All colors used in printing are made by combining the three primary colors—red, yellow, and blue—and they may be modified by the admixture of white or black pigment. White and black pigments are usually considered as colors in printing, but, as shown by the spectrum, white light contains all colors and black represents the absence of color. When the three primary pigment colors, red, yellow, and blue, are mixed in correct proportions they neutralize each other and produce an approximate black.

38. Related and Contrasting Colors.—Correct color harmony means a pleasing effect obtained from colors by their action upon each other when placed side by side.

There are two classes of good color combinations, one based on relationship and the other on contrast. The former is called a related harmony because it is based on colors selected close together in the spectrum. The second kind of harmony is called the harmony of contrast, in which complementary colors are selected such as blue and orange; but these should not be used in their full intensity unless separated by black or white. It is advisable to neutralize or reduce the intensity of one of the colors used so that the other color may give sufficient contrast and produce harmony without glaring results.

Analysis of any color will show the presence of one or more of the primary colors with or without the addition of black or white.

COLORS OF DIFFERENT CLASSES

39. Primary Colors.—The first step in the study of colors is to form a mental picture of the true primary colors and to keep these in mind as a basis of mixing all other colors. The primary colors are as follows:

Red.—The nearest thing to a true red is flag red, which is found in the American flag. This red is usually known among printers as flag red.

Yellow.—The color of a ripe natural lemon is nearest the true yellow color. Chrome yellow in printing inks is very close to true yellow.

Blue.—The blue in the American flag—known as flag blue—is about the purest shade of blue colors.

40. Secondary Colors.—With the primary colors firmly fixed in the mind, the next step is to mix the primary colors for the purpose of securing the secondary colors, which are as follows:

Orange.—A pure orange is made by mixing pure red and pure yellow in about equal proportions.

Green.—A pure green is made by mixing equal amounts of blue and yellow.

Purple.—A real purple color is about half blue and half red.

41. Hues.—In every-day use it will be found that the true primary and secondary colors are not always just the proper tones desired. The next step is to use hues of the primary or secondary colors.

When a color has more of one color than of another it is a hue of the predominating color.

Red-Orange.—When orange contains more red than yellow it is a hue of red and known as red-orange, or vermilion.

Orange-Red.—When orange contains more yellow than red, it is known as orange-red. This is also known as bright red.

Blue-green contains more blue than green. This color is sometimes known as Prussian blue.

Green-blue contains more green than blue.

Red-purple contains more red than blue. It is sometimes known as magenta.

Purple-red contains a larger amount of blue than of red, thus making a darker shade of pure purple.

Olive is made up of a small amount of pure orange and a large amount of green, therefore olive is a hue of green.

42. Shades and Dark Colors.—When black is added to primary or secondary colors or hues, it produces a shade of these colors or hues. Some of the shades thus produced are as follows:

Dark Red.—A small portion of black added to real red will make a dark red.

Dark Brown.—Black added to orange-red will produce a dark brown which is sometimes specified as chocolate brown.

Reddish Brown.—A small amount of black added to red will produce a reddish brown.

Bottle green is made by adding a very small amount of black to real green.

Blue-Black.—Blue can be deepened in shade to a blue-black by the use of about one-third black with two-thirds blue.

Green-black is made by the same method as blue-black, using green instead of blue.

Dark purple is sometimes made by adding one part black to two parts of red and two parts of blue.

Yellow cannot be mixed with black because the slightest amount of black will absorb all the yellow and leave the pigment lifeless, muddy, and of no value.

Gray is made by adding black to white.

43. Tints and Light Colors.—The addition of white pigment to any primary or secondary color or a hue will produce a tint of that color or hue. Just as black makes a color or hue darker in shade, so white makes it a lighter tint.

It should be remembered that any tint of a color or a hue contains a preponderance of white pigment. A very little of the color added to the white pigment produces the tint.

Blue tint is made up of a very small amount of blue and a large amount of white.

Light blue is more intense than a blue tint, having more blue to produce the desired strength.

Turquoise, or *sky, blue* is made with a touch of yellow added to light blue.

Yellow tint as a background is weak in appearance and should therefore be avoided as much as possible. It is hardly visible under a yellow light.

Light yellow, which is more intense than the yellow tint, is effective with black and produces good contrast.

Buff.—A good tint to use instead of the yellow tint is buff. This is made with a very small portion of reddish brown, yellow, and white.

Tan color contains a small portion of brown and much white. It is really a light brown color.

Tan tint is obtained by adding more white to give the lighter effect.

Green tint is made by adding a small portion of green to white.

Light green is made by using more green with the white.

Olive tint, light olive, purple tint (or lavender), light purple (or violet), are all produced by adding white to the color in the same way as the blue and green light colors and full tints are made.

When an extremely small proportion of black is added to white a gray tint is produced.

44. Warm Colors.—*Red* is the warmest color made. It is the symbol of fire and riot. The addition of pure red or orange-red to any color makes the color a warm color. For example, olive is only ordinarily warm. By adding a trifle more orange-red a warm olive is obtained.

By adding sufficient red to purple, which is a cold color, the purple is changed to a warm color similar to the natural color of an American Beauty rose.

Yellow is neither warm nor cold, but rather a neutral color. The use of yellow in a color tends to lighten or brighten it.

Yellow in red makes *orange*, which is a warm color but not so warm as pure red.

45. Cold Colors.—*Blue* is the coldest color. It is always used to typify coldness.

Green is a cold color also, but not so cold as blue. The equal proportion of the neutral yellow with blue softens the ultimate color—green—and produces coolness rather than coldness. Green looks cool, but the sky looks cold.

Purple, which is a cold color, has always been the symbol or royalty; hence, its use as the insignia of power and mystery. Thus, violet or purple has been used appropriately for religious mysticism, half mourning, etc.

Black and *gray* are considered cold colors. In reality they are not colors at all but represent the cold, flat absence of color.

46. Metallic Colors.—Gold, silver, and copper are known as metallic colors.

Gold is really a tone of yellow.

Silver is a gray-black with a touch of yellow.

Copper is a shade of reddish-brown.

These metallic colors may be had in several tones of either color. But they are made and mixed at the ink factory and cannot be altered or combined by the printer.

METHODS OF COMBINING COLORS

47. There are two general methods used for putting colors together. One is to secure harmony, the other is to gain contrast. The two purposes should be borne clearly in mind. Most of the color effects that suggest refinement, exclusiveness, and luxury are harmonious effects. Most of the strong every-day color effects are the result of an effort to get force and strength by contrast—either strong or modified.

48. Harmonizing Colors.—In order that two or more colors shall harmonize it is necessary that they be related; that is, they must each contain a part of the same color. For instance, a straight olive and a warm brown are good harmony. Likewise, a dark chocolate brown and a warm olive are good harmony. Both of the colors in each of these combinations have a greater or smaller degree of orange used in their making.

Dark chocolate brown is mostly black with a touch of orange, and olive is mostly green with a touch of orange.

Dark chocolate brown, warm olive, and light brown, all three together, may be used on a buff stock and all three colors and the color of the stock will be related, because all have the elements of orange color. The light brown is simply some of the dark brown with white ink added, and the buff paper has the same color as the light-brown ink with a trifle more orange and more white. This entire combination is a warm combination because the orange, a warm color, predominates in all the colors and tints.

Dark blue and light purple produce a related cold combination. Dark green and light blue also produce a cold combination. Both of these combinations have one common element—blue, a cold color. A cold combination is more cold when printed on white paper.

The color of the stock is a starting point in choosing a combination of colors. If a light-green paper is used a green tint and a dark green or a dark olive green should suggest itself if harmony is the ultimate object.

All the colors used should have one common element, when related harmony is desired. When contrast is desired, one or more of the colors chosen should be the same color element as the stock and one or more should be contrasting colors.

49. Contrasting Colors.—The related harmony of colors produces softer, more refined, and more esthetic effects than contrasted colors. Yet, it is a fact that force and strength are vital elements of modern advertising work, and the larger part of an advertising man's work in colors will be the handling of colors to produce contrast.

Contrast is obtained by using one color that consists wholly or in part of one or more of the primary colors in combination with a color that is made up wholly or partly of another primary color.

Green and red form violent contrast when used in their pure state, because green is half primary yellow and half primary blue, and the red is primary red. This combination then contains all of the primary colors. For this reason it forms the strongest of contrast.

Several related colors of one primary element of color can be made to contrast with several related colors of another primary element of color. Thus, light brown and dark brown can be used with a light blue and a dark blue. The element of red in the first two colors will contrast with the element of blue in the last two colors.

The first method, then, of contrast is to put together opposite primary colors, or tints and shades of these colors which produce less violent and more pleasing effects.

Another method is to put together warm and cold colors. A dark chocolate brown and a turquoise blue make good contrast. The same is true of dark blue and light brown.

Dark green and orange, dark olive and orange, and dark olive and light purple (or violet) are more examples of the contrast of warm and cold colors.

Contrast is also obtained by the use of light (or bright) colors with dark colors, and the use of dark colors with light tints.

Dark brown, which has a small part of orange, contrasts well with real orange, which is a bright color.

Light blue and dark brown produce another good combination.

Any real dark color will produce contrast with a tint. The tint may be related or it may not, the contrast can be made because of great difference in shade between the two colors.

Dark green on a buff tint or on a buff (or India) stock makes a contrast that is not closely related yet it is not a poor combination.

Dark brown on a gray tint or a buff tint looks well and afford good contrast.

Black with orange is about the strongest combination because orange is the brightest color and black is the darkest color.

Light blue and black make strong contrast. So also do light green or light olive with black.

50. Balancing of Colors.—In determining how much and which parts of a design or page of type shall be in color, it is important that the strength or brilliancy of the colors to be used be taken into account.

When strong contrast is desired, the parts to be in the strong or bright color should be few and well separated by the darker color. When red and black or orange and black are used, for instance, only the main heads or the subheads and perhaps a rule or so should be in the bright color.

As the color scheme blends more toward harmony of tones the use of the light or bright color can be increased.

As a general rule, the stronger the color the less of it should

be used. Of a softer or lighter color, however, more may be used, even to the point where the entire space is covered by a tint. In the latter case, for a color like brown the tint must be very light, and extremely light for black and dark blue, otherwise small type in the text cannot be easily read.

EFFECT OF SUBJECT ON COLOR DESIGN

51. The subject matter of a booklet or a catalog has a bearing on the colors to be used in printing the cover. In a catalog of undertakers' supplies, it would be absurd to use bright colors like red, warm brown, bright green, etc.; black or gray, however, would be particularly appropriate. In designing a jewelry catalog, an arts-and-crafts booklet, or a brochure descriptive of fine laces, millinery, etc., the color design should be refined—not glaring; such colors as brown and olive, blue and gray, green tint and green-black, buff and chocolate brown, etc. should be used.

The tints and shades of related colors for harmony are best for appealing to women or to all classes that have fine sensibilities.

A cover for a catalog of mercantile-decoration and show-card-writing supplies should be designed to appeal to esthetic temperaments and the colors should be chosen with this idea. When the appeal is to a somewhat primitive class, free use may be made of the primary and secondary colors and hues and strong contrast. To the more refined, appeals should be made with harmonious and well-balanced tints and hues.

Fig. 16 shows a group of catalog covers printed in a variety of color combinations.

COVERS

52. The cover of a catalog, booklet, or folder is the part that has the first opportunity to attract or to repel interest; special attention should therefore be given to its preparation. Some very cheap catalogs are printed without covers, but most advertisers have found that a cover on the catalog is worth

the extra cost. It not only improves the appearance, but it protects the first and last pages of the catalog from wear. The cover is a very important part of a high-grade catalog. In the production of a cover, there are three factors that require careful consideration; namely, (1) the *paper;* (2) the *design;* and (3) the *color harmony.* Unless these three harmonize, the effect will not be good.

COVER PAPERS

53. Sizes and Weights of Cover Papers.—Cover papers are made in sheets of various sizes, those most commonly used being 20 in.×25 in. and 22½ in.×28 in. These papers are sold by the ream (500 sheets) and are made in various weights, from 30 to 130 pounds to the ream. This does not mean that every cover paper is made in both the sizes mentioned, for many covers are made in only one size; nor does it mean that every cover stock can be obtained in all the different weights, for most cover stocks are made in only one or two weights. When a cover stock is listed or spoken of as 20×25—100, it means that a ream of 500 sheets of this stock, 20 in.×25 in. in size, weighs 100 pounds.

It is impossible to show in this Section samples of even most of the cover papers in common use. Therefore, it should be understood that the specimens that are shown are merely a few representative styles. The beginner should not always call for one of these papers when it is necessary to make a selection, but may do as he would do with type; that is, give the printer a general idea of what is wanted and let him submit the available paper that comes nearest to that kind. It should also be kept in mind that most of the papers shown here are of a good grade; much cheaper papers can be secured that will do well enough for some classes of work. Printers usually have sample books from paper manufacturers, and can get the kind of paper an advertiser desires. The cost, however, on small special orders will usually be higher than the list price.

54. Cover-Paper Finishes.—A great variety of styles, colors, and finishes of cover papers are furnished by the

various paper manufacturers, some of them, however, being popular for only a short time. The finishes (the surface of the paper is called the "finish") in general use are enamel, antique, crash, linen, plate, ripple, and onyx. The manufacturers furnish many varieties of style and color in each of these finishes.

55. Enameled Cover Paper.—The surface of enameled cover paper is smooth and polished and is particularly adapted to printing half-tone engravings of from 133- to 200-line screen. Line cuts and type designs also print well on this kind of paper, the glossy surface adding a luster to the ink and a sharpness to the type that is very pleasing. Both subdued tints and strong colors can be obtained. No matter what kind of a type design, drawn cover, or color combination is desired, it will be easy to secure an appropriate tint of enameled cover stock to harmonize with it. Some of the colors obtainable are: white, India tint (very light buff), green tint, pink, straw, scarlet, azure (blue tint), and rose (pink tint). This stock comes in sheets 20 in.×25 in. and 25 in.×40 in., and it weighs 60, 80, 100, 120, and 130 pounds to the ream. In Fig. 17 is shown a cover printed on an India tint, XXX embossing cover stock.

56. When a catalog or booklet exceeds $\frac{1}{4}$ inch in thickness or where the finished work will receive rough handling, enameled cover stock is not the best paper to use, as it has little tensile strength; its lack of strength is due to the small amount of rag-fiber body and the large amount of glue, chalk, and clay used to give the highly polished surface. If it is desired to bind catalogs thicker than $\frac{1}{4}$ inch with enameled covers, the crease in the paper should be made to run with the grain, so as to lessen the tendency to break. As the size and weight of the catalog or booklet increases, the weight of the cover stock should be increased proportionately. As enameled stock soils easily, it should not be used for covers of catalogs or booklets that will be handled by machinists, molders, etc. during working hours.

57. Dull-Coated Cover Paper.—The surface of dull-coated paper is smooth without the high finish of enamel paper. This paper will take a 133-screen half-tone, and the effect is softer and more refined than the effect of the glaring polish of enameled paper. Fig. 18 shows a cover printed on Wedgewood dull coated. This paper is made in white and India.

58. Smooth Antique Finish.—A great variety of papers have a surface that is slightly rough and fuzzy to the touch. These are known as antique papers, and as they are attractive, tough, and durable, they make practical covers for catalogs and booklets. Dark, medium, and light colors are made, the dark predominating in variety. White, black, and the various shades of gray, blue, green, red, olive, and brown can be obtained from any paper dealer, the prices varying according to quality. For covers of small booklets, the light-colored stocks, such as white, buff, light blue, light gray, sea green, olive, etc., are the best to use, as they offer little difficulty to the average printer in securing color effects, and afford a strong contrasting background for type and plates. Half-tone illustrations, or illustrations composed partly of half-tone and partly of line cuts, will not print on antique paper of any kind. Line cuts, however, print very acceptably on this stock. The example shown in Fig. 19 is printed on art brown, antique finish, Potomac cover stock, 20×25—60 lb.

59. Crash Finish.—One of the most popular current styles of cover paper is crash finish. This stock has a finish resembling coarse linen, showing the threads crossing each other and making a series of small, irregular squares. This finish is made by placing a piece of coarse linen cloth on each side of the sheet of paper, then placing the sheet of paper between sheets of zinc, and running under heavy pressure between the rolls of a plating machine. With the exception of the very small sizes, display type will print as easily on this finish as it will on the smoother stocks. Light-faced body type and half-tones will not print satisfactorily on crash-finished cover stock, on account of the irregular surface. Line cuts, provided they do not have too large spots of solid surface,

give very satisfactory results. Crash-finish covers are made in a variety of colors and shades and are very appropriate for booklet covers and folders. The colors include white, light blue, dark blue, coffee, light gray, dark gray, light green, dark green, brown, terra cotta, and bright red. The example shown in Fig. 20 is printed on buff crash-finish antique cover stock, 20×25—60 lb.

60. Linen Finish.—The cover paper known as linen finish is similar to crash finish, except that the grain on the surface is very much closer, resembling fine linen. This finish is very popular and is suitable for almost any kind of cover work except where half-tone cuts are used. Linen finish can be obtained in almost any tint or color desired.

61. Hand-Made Finish or Ripple Finish.—The cover paper called hand-made finish or ripple finish has a somewhat hard surface that is rippled in imitation of hand-made stock, and may be used for printing with any kind of type, plate, and color work, with the exception of half-tone cuts. The colors include all the desirable shades. In Fig. 21 is shown a cover printed on ripple-finish stock, 20×25—60.

62. Plate Finish.—The cover paper called plate finish has a hard, polished surface that is very smooth and suitable for all kinds of printing, including half-tone cuts not finer than 120 screen. Plate finish is made by placing stock, before it is calendered, between sheets of zinc and subjecting these sheets to hydraulic pressure. The result is a very hard, smooth surface, without high polish. The example shown in Fig. 22 is printed on plate-finish stock, 20×25—65.

63. Onyx Cover Paper.—There is a special cover paper made with beautiful mottled colors resembling the graining of onyx. This is called onyx cover paper. Its surface is smooth to the touch and slightly wavy, providing a fine printing surface for type and line engravings. The colors are white, ash gray, azure, opal, French gray, blue-gray, Quaker gray, blue, purple, sea green, turquoise, cerise, sage green, heliotrope, mustard, onyx gray, blue onyx, brown onyx, green onyx, and purple

onyx. Onyx cover paper is made in a special size—21×33, 60 and 80 pounds—and it is rather costly. This stock, made in crash, ripple, and vellum finish, is very distinctive, and can be relied on to give first-class results. The example shown in Fig. 23 is printed on onyx cover stock, 21×33—80.

64. Imitation Leather.—Cover stock in imitation of leather is made in several shades, such as green, red, gray, black, and brown; one variety known as Levant is very expensive. In many cases such stock is an economical substitute for leather. Sometimes such covers are reinforced with board backs to give them more strength.

65. Cloth for Covers.—Where a catalog or booklet is intended for hard usage, it is best, wherever cost will permit, to consider the use of a cloth binding. Cloths for this purpose are made in many styles, weaves, colors, and prices. The binder should be consulted on such matters because of the wide range of price and quality.

66. Pebbled Paper.—Sometimes, after being printed, cover pages or inside pages of a catalog or booklet are run under heavy pressure through sets of rolls, one set having a rough surface resembling sandpaper. These rolls produce a fine grain effect in the paper, known as pebbling. If it is desirable to pebble the entire booklet, the work is done after the job is printed and before the sheets are folded and bound. Pebbling is appropriate only for work printed on smooth-faced stock. The price of pebbling is approximately $1 per 100 sheets, irrespective of size. The effect on half-tone illustrations is very distinctive and adds greatly to the artistic appearance of high-grade booklet covers and pages. Fig. 24 shows an example of this kind of work. Other effects can be pebbled on smooth surfaces as well as the egg-shell effect shown. The treatment in this illustration is rather too dainty for the nature of the subject.

TYPE COVER DESIGNS

67. Type Covers and Drawn Covers.—When the saving of time and cost enters largely into the production of a catalog, a booklet, or a folder, it is advisable to use a type cover design; that is, a design set up in type. Such a design is cheaper than a drawn cover design, can be produced in much less time, and sometimes is quite as effective. The comparative cost of a high-grade, two-color type design, similar to that shown in Fig. 21, and a high-grade, two-color drawn cover, similar to that shown in Fig. 24, is as $1.50 is to $25, not including the cost of engraving. A type design of the character of that shown in Fig. 21 can be set in about 1 hour; whereas, a two-color drawn cover of the character of that in Fig. 24, would require a week or two for the artist and engraver to complete the drawing and plates. Of course, the design in Fig. 24 is an example of a very high-grade cover; that in Fig. 21 does not compare with it in point of quality. Very often, on small booklets or folders, the nature of the subject precludes the use of a drawing unless ornamental lettering is desired or the proper weight cannot be obtained with type.

68. Relation of Subject to Cover Design.—In designing a cover the subject of the catalog, booklet, or folder should always be kept in mind, so that the design, so far as possible, will be in harmony with the subject matter. If the catalog is to treat of heavy machinery or bulky material of any kind, the design may be of a strong, bold nature and be in perfect harmony with the subject (see Figs. 21 and 25). On the other hand, if the cover is intended for a fine brochure, a jewelry or a fine-arts catalog, or a booklet descriptive of millinery or high-grade books, or something of a like nature, the design should be light in effect and very tastefully arranged. In designing lodge folders, brochures, catalogs of regalia, etc., if possible, use a design and emblematic cut appropriate to the subject.

69. Use of Solid Backgrounds.—Sometimes an excellent effect can be obtained, as in Fig. 20, by using a reverse

plate such as is used for producing white letters on a dark background. This allows the color of the stock to show through and also gives a larger showing of the color of the ink used.

70. Embossing.—Good effects in cover designs can be secured by embossing; that is, by having type lines, trade-marks, or illustrations on covers appear in raised lines, as shown in Figs. 19 and 23. Both the lettering and the design in these instances are drawn; but set type can be embossed in the same way. This effect can be produced to a limited extent on a job-printing press, but the best results can be obtained only by the use of an embossing press. This raised effect is produced after the printing has been completed.

71. Use of Ornamentation and Rule Work.—In designing a cover page to be set in type, care should be taken to secure artistic type effects without complex elements entering into the design. Ornamentation and rule work that interferes in the slightest degree with the reading of the title and other wording on the cover, should be avoided.

72. Use of Small Type on Dark Covers.—Body type or small sizes of light-faced display type should not be used on dark cover stocks. This would not only be injurious to the sight, but it would do more than anything else to send the advertising matter to the waste basket. People will not waste time in trying to read matter that is hard to decipher.

73. Display Lines on Catalog Covers.—The subject of the catalog should usually be the strongest line on the cover. If the name of the firm or other copy is to appear also, it should be of a size of type that is easy to read, but in such form and position that it will not detract from the main idea.

ILLUSTRATED COVER DESIGNS

74. Drawn Cover Designs.—Sometimes in order to obtain a strong and effective design that will be in keeping with the subject advertised, it is advisable to have it drawn

especially for the purpose. A drawn cover design should be symbolic, if possible, and should give a suggestion as to the contents of the book. While the lettering may be artistic, it should be simple, plain, and forceful. Where a symbolic design cannot be used, a plain, tastefully lettered title makes a very handsome cover, its very simplicity giving the work a dignity that a labored design always lacks. Hand lettering, as shown in Figs. 24 and 25, has a distinctiveness that is impossible to duplicate with type.

Simple designs are far more effective than ponderous or complex ones. Grotesque designs should be avoided. While they may for the moment attract attention, they will seldom stimulate a careful reading of the text pages.

75. Instructions to the Artist.—When a drawn cover is decided on, the advertising man should give the designer a general idea of what is wanted. If the writer has anything in his file of a similar nature, he should let the designer have it so that the idea and the general appearance desired may be grasped. If a leaf or a texture is to be imitated, the designer should have a sample or a photograph. Designers appreciate this service, as it removes to some extent the uncertainty of satisfying the customer with the finished work. Unless the advertisement writer is an artist or has had much experience in having designs made, he should not limit the designer to any rigidly specific plan. The experienced artist is a specialist, and if given some liberty he may be able to modify the advertisement writer's idea to great advantage, or to draw something that is far more appropriate than is suggested. When requested, the artist will furnish a rough sketch of the design before making the finished drawing. This will prevent any misunderstanding and afford satisfaction to both the artist and his customer.

Full particulars should be given the artist as to the color and finish of stock, the subject to be advertised, the reading matter, the colors to be used in printing (unless this is left to the artist's judgment, which is often advisable), and, by all means, the exact dimensions of the cover, in inches, and whether the

design should be drawn to read the long way or the short way of the page.

76. Advertising Value of a Design.—Care should be taken to see that the designer does not draw an illustration that contains more pure art than advertising value. It is not always the object of a catalog or a booklet cover to present merely a beautiful appearance. Usually, beauty should be combined with advertising value. Only illustrators accustomed to commercial work can be trusted to keep the advertising idea before them in designing covers. Artists are likely to make serious mistakes, and when these mistakes are incorporated in the finished drawing, it results in expensive alterations to meet requirements. For instance, a manufacturer of a harvesting machine placed a catalog job in the hands of an advertising man, giving him liberty to use his judgment as to the design. The advertising man wanted to use an illustrated cover that would be attractive and strongly suggestive of both the machine and its use, and he gave the artist instructions to that effect. When the drawing was delivered, it showed a beautiful field of wheat—a work of art—but the harvesting machine was so far in the background and so insignificant in size that it had practically no advertising value. The artist had drawn a design that was more appropriate for a grain-seed catalog than for a catalog of farm machinery. In this case, it was necessary to redraw the entire illustration and to bring the machine to the foreground. Had the advertising man requested a rough sketch before the artist made the finished drawing, all difficulties, lost time, and extra expense would have been avoided.

In designs more or less technical in nature, it is well to have the finished drawing inspected by technical experts for errors in detail before the plates are made. Neglect to do this sometimes results in ludicrous mistakes. Such mistakes have been made as that of showing a hunter shooting from the right shoulder, with the right foot forward; an interior bank scene with no cage around the teller; a locomotive dashing ahead with the reverse lever in the gear that would make the locomotive run backward; etc.

77. In Fig. 25 is shown the cover page of a circular of a mechanical- and architectural-drawing course issued by the International Correspondence Schools. This is an excellent emblematic design, combined with a color appropriate to the subject. It has the appearance of a blueprint, and a blueprint is a direct suggestion of drawing and the drafting room. This design was printed from a reverse line plate on white paper in blue ink, the lettering standing out strongly on the original white stock.

It is not an easy matter to have a design made up that is typical of the subject, and it requires great care and forethought in the preparation; but as the mails are full of commonplace work, the advertisement writer will usually be repaid for making special efforts to have his design appropriate as well as attractive.

Suppose it is desired to get up a cover for a manufacturer of refrigerators. A photograph of the particular refrigerator, with the doors open, and a neatly attired, attractive-looking young woman in the act of placing something in it may be procured. This would give an element of life to the illustration. Printed in light and dark green on white cover stock, this design would give a suggestion of coolness and cleanliness particularly appropriate to the subject.

The design shown in Fig. 24 is appropriate for a booklet describing a device for thawing out pipes. The colors and the design are in perfect harmony with the subject. Note the frozen appearance of the fire-plug, the pebbling, and the pure-white background suggesting snow and ice. The treatment, however, is a trifle too dainty for the subject; a sturdy upright lettering would be better.

In Fig. 26 are reproductions of a number of covers, showing effective use of illustrations and hand lettering. A study of this exhibit will show the wide range that is possible.

In such cities as New York, Chicago, Philadelphia, etc., it is an easy matter to find designers capable of producing high-grade covers. The advertising man located in a small city, however, will likely have to have this work done out of town. There are, in large centers, designing and engraving firms that

YELLOWSTONE PARK
NORTHERN PACIFIC
THE NEW MOUNT KINEO HOUSE
OBLE
STEAM CAR
PAIGE
CLOSED CARS
The Clipper
a jaunty hat for young Eileen
CHEVROLI
Baby Gra
Royal M
Payroll Protection
YOU DONT CARE
A PICAYUNE
For
Con
of
C
So much light
from
such a little
lamp!
New Victor Records of
Eight Hits from the
Latest Musical Shows

FIG. 16

India tint XXX
embossing cover

Mercantile Decoration Show-Card Writing

A Catalog of High-Grade Supplies

EVERHART-CROMWELL-DICKINSON CO.
SCRANTON, PA. U.S.A.

FIG. 17

AGRICULTURE

Courses of Study in

Soil, Farm Crops, Livestock
Dairying, Fruits, Vegetables

INTERNATIONAL
CORRESPONDENCE SCHOOLS
SCRANTON, PA.

FIG. 18

THE VICTOR TYPEWRITER

MODEL 3 NUMBER 3

308 §18

Fig. 19

Beyfus crack-finish antique
20x25 - 60

EYESIGHT EFFICIENCY

for

Far and Near Vision

308 § 18

Ripple-finish 20x25-6

A CATALOG OF

MODERN TOOLS FOR PRINTERS

H. B. ROUSE & COMPANY
CHICAGO

308 § 18 FIG. 21

BAIT CASTING RODS

Engx 27x33-38

INTERNATIONAL LIBRARY OF TECHNOLOGY

FIG. 23

Pebbled paper
This words down of the job is printed before being folded

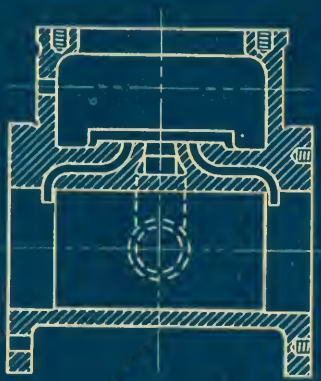
Transformer for Thawing Out Pipes

General Electric Company
Schenectady, N.Y.

308 § 18

FIG. 24

Courses in Mechanical & Architectural Drawing



International Correspondence Schools
International Textbook Company,
Proprietors
Scranton, Pa., U.S.A.

Commercial Art
SAVING MONEY BY DUPLICATING
POULTRY FARMING and BREEDING COURSES
INTERNATIONAL CORRESPONDENCE SCHOOLS
SPRINGFIELD
THE LEADING SUBURB
"Four-Ninety"
HEAT INSULATION
SILOCEL
Automo
Cours
INTERNATIONAL CORRESPONDENCE SCHOOLS
THE POLAND SPRING HOUSE
HIRAM RICKER & SONS
SOUTH POLAND MAINE
Adjustable Buckles for Men
A PERFECT SCO
RED CROWN GASOLINE
STANDARD OIL COMPANY
Save Miles of Steps
Green Hill Farm
YOUR TRIP THRU THE LARKIN FACTORIES

FIG. 26

make a specialty of such work, and they can, when furnished with a general idea of the advertiser's needs, not only prepare an appropriate cover but also print the entire catalog.

TWO-COLOR COVERS

78. Artistic cover designs can be produced by the use of two colors of ink. These colors should be of a hue, shade, or tint that will harmonize with a colored stock by which another element is added to the combination, thus producing a three-color effect with the use of only two inks.

If related harmony is desired the ink should be the same color as the stock but should be sufficiently lighter or darker to get good contrast. The following are some pleasing combinations:

Black and light green.
Black and light blue.
Black and orange.
Black and red.
Blue and brown.
Blue and orange.
Blue tint and deep blue.
Buff and chocolate brown.
Dark green and bright brown.
Green-black and buff.
Green-black and orange.
Green-black and red.
Green tint and dark green.
Light gray and dark gray.
Olive and bright red.
Olive tint and dark olive.
Olive and brown.

79. Effect of Cover Stocks on Colors.—An important point to keep in mind is that colored cover stocks will change the effect of colored ink from that which it shows when printed on white. For instance, an ink that is chocolate brown on white will be almost black on some cover stocks and a lighter brown on others. In printing, when the pressman knows the exact tone desired, he will modify the ink so as to make it produce what is wanted.

A study of the examples shown in Fig. 16 will show what beautiful effects can be produced by the harmonious association of various colors. The covers there shown are representative of the work of the best American printers. This illustration is also an example of what may be done in color reproduction by the four-color process. Only four plates were used in printing this illustration.

80. Printing and Embossing on Dark Cover Stocks.—On very dark cover stocks, attractive results can be obtained by printing a single line or a couple of lines in a bright color, such as pure white, silver, gold, light red on black; very bright buff on dark brown; white or turquoise blue on very dark blue, etc. This effect may be heightened by embossing the lines. No ornamentation or rule work is needed for a cover of this class, the harmonious contrast of stock, color, and embossing being sufficient in themselves.

81. Use of Tints on Dark Cover Stocks.—On very dark covers, light tints are often printed in masses and the title printed on the tint. For example, suppose it is desired to use a very dark-blue cover and to print the title on the cover. As it would be practically impossible to print any color of ink, except a very bright one, on dark-blue stock so that it could be easily read, the best plan would be to print a white or very pale-blue tint over part of the cover, and then print the title over this tint. If the work is done well, the result will be very artistic. Either one or two colors of ink may be used in printing on the tinted panel, according to the amount of money that can be spent for the work.

If the cover is only medium dark, as in Fig. 21, fairly good effects can be produced by printing a panel in a little darker color than the cover stock and using on it bold type printed in ink of a dark harmonious color.

82. "Tipping On" Dark Stocks.—Striking effects can be secured by printing all or part of the title on a slip of white or very light tinted stock, such as onyx, enameled book, etc., and then pasting this on a dark cover stock. This method is known as *tipping on* and may be applied to booklets, prospectuses, brochures, etc. When a half-tone illustration must be used in a booklet, that is to be printed on antique, linen, or crash-finish stock, or on any dark stock where it would not show to advantage, it is well to print the half-tone on enameled book stock and tip this piece on the regular stock of the booklet.

83. Objection to Colors on Second and Third Covers.—If the second, third, or fourth pages of a cover are

to be printed, care should be taken to see that the color combination on the first cover is suitable for any design that may be planned for the fourth cover. Two or more colors are not commonly used on the second or third pages of covers, for the reason that colors on the second cover will detract from the effect of the title page, especially if the title page is printed opposite the second cover page; and if colors are not used on the second cover, it would not be consistent with the best printing practice to use them on the third cover.

In the printing world the front cover is known as the *first cover;* the inside of the front cover, as the *second cover;* the inside of the back cover, as the *third cover;* and the outside of the back cover, as the *fourth cover.* By thus referring to cover pages by number there is no such possibility of misunderstanding as there would be in using such expressions as "the inside of the cover," which might mean either the second cover or the third cover.

INSIDE PAGES OF CATALOGS, BOOKLETS, AND FOLDERS

84. While the cover of a catalog, a booklet, or a folder is of prime importance in attracting the attention of a possible customer, it is not advisable to make the cover the only feature of attraction. Some booklets are sent out with beautiful covers, but have poorly arranged and printed interior pages. This neutralizes the good impression created by the outside the moment the covers are opened and the inside pages are brought into view. While the cover should attract attention, the inside pages should be designed so as to present the argument and information in the most attractive and forceful manner, in order that it can be grasped with the least possible effort. As with the cover, three factors combine to produce this result, namely, (1) the paper; (2) the typography; and (3) the color harmony.

BOOK AND SPECIAL PAPERS

85. Sizes and Weights.—Book and special papers are made in a great variety of sizes and weights, the sizes varying from 22 in.×28 in. to 39 in.×54 in. to the sheet, and the weights from 25 to 150 pounds to the ream of 500 sheets. The principal sizes, in inches, of book papers are 22×28, 22×32, 25×38, 28×42, 28×44, 30½×41, and 32×44. All book papers are not made in these sizes, many styles and weights being made only 25 in.×38 in., which is the commonly accepted standard size of book paper. Book papers are sold in reams of 500 sheets, and when spoken of as twenty-five, thirty-eight, one hundred (written 25×38—100), the meaning is that 500 sheets of paper 25 in.×38 in. in size will weigh 100 pounds. Book papers are made in various qualities, from very low to very high grade.

The material used in the manufacture of paper consists very largely of wood fiber, known as *cellulose,* and cotton rags. The cheap grades of paper are made from wood pulp, the medium grades from a combination of wood pulp and rags, and the best grades from pure rag stock.

86. Various Paper Finishes.—Papers suitable for catalogs, booklets, and folders are made in various kinds of finish, principal among which are supercalendered, sized and supercalendered (called S. & S. C.), enameled, dull coated, plate, wove antique, laid antique, rough wove and laid antique, linen, hand-made finish or ripple finish, hand-made Japan, repoussé, and translucent cardboard. The only grades suitable for illustrated catalog and booklet work are those with smooth surfaces or surfaces that can be crushed smooth.

Any special design, weave or finish, size or weight can be obtained from paper mills when the edition is large enough to need one or more tons of paper.

87. Supercalendered and Sized and Supercalendered Papers.—Where catalogs and booklets consist of many pages and are sent out in large quantities, the cost of mailing is an important item. The inside pages of many of the bulky

mail-order catalogs are therefore printed on a very light weight of supercalendered stock, sometimes as light as 25 pounds to the ream. Ordinarily, if the catalogs are not too bulky, 60- and 70-pound stock is used; so that the use of 25-pound stock by the mail-order firms saves at least 50 per cent. in postage—which means a great deal in extensive campaigns.

Sized and supercalendered, or "S. & S. C.," as it is usually called, is a smooth-finished stock made in both white and natural (slightly tinted, without bleaching) finishes. It may also be had in a few tints. It is particularly suitable for bulky catalog work, where both cheapness and light weight are of primary importance. Supercalendered and sized and supercalendered papers do not differ greatly in either appearance or smoothness. *Engraving and Printing Methods,* Part 2, should be referred to in connection with these descriptions of papers.

Supercalendered paper is tough and strong—qualities that are important where the printed matter is to receive constant handling.

88. Proper Weights of "Super" Paper to Use. Supercalendered papers give excellent results, both from an illustrative and a typographic standpoint. They "bulk" closely, that is, the pages set close, allowing a large number of pages to come within a very thin book, especially if the light weights are used. Where a catalog consists of only 16, 24, or 32 pages, it is advisable to use 70- or 80-pound stock, so as to give stability and bulking qualities (thickness) that will impress the customer. Where the pages are few in number, extremely thin paper might give an impression of cheapness. For small booklets and folders, a 60-, a 70-, or an 80-pound stock is best adapted to meet general requirements.

89. Enameled Book Paper.—Where it is necessary to print high-grade half-tones, so as to bring out the details of subjects with great accuracy, enameled book stock should be used. Vignetted half-tones print particularly well on this class of stock. The higher the grade of the enameled stock, the better will be the result. Enameled book paper will afford excellent results in all kinds of printing, as its polished surface

gives the ink a gloss unobtainable with the cheaper grades of stock. This kind of paper has one great defect. It will not stand much handling; that is, it will crack and tear away from the binding very easily. If enameled book paper is used for a folder, particular care should be taken to get a tough grade suitable for folding, otherwise, after the folder has been opened and closed a few times, the stock will crack and break. This can sometimes be avoided by scoring on press. This is done by printing the crease with rules without using ink.

Enameled book paper is practically the same as enameled cover paper, except that it is lighter in weight. It is made in white, flesh color, robin's-egg blue, light buff, rose, tea, golden-rod, primrose, and light green.

90. Use of Various Tints and Colors of Paper. Where half-tone cuts are to be printed, it is usually advisable to use white enameled book stock in order to secure proper contrast. Half-tone illustrations may be printed on any very light tint of polished paper, but white paper produces the greatest contrast and shows the fine details of the soft tones to the best advantage. In small folders, very artistic results can be obtained on India tint, light blue, light green, and other tints of enameled book stock by printing the type in a darker tone of the same color. For small booklets, where the cover is a very dark color, such as blue, green, brown, etc., the inside pages may be a lighter tint of the same color. For example, if a cover is to be printed on a very dark-green stock, an enameled book paper, with a faint tinge of green, printed in a darker shade of green, may be here appropriately used for the inside pages.

91. Dull-Coated Book Paper.—Illustrations of furniture, and of leather or other goods that require the finished effect of soft tones, look best on dull-coated book. This paper has practically no gloss, yet the surface is so smooth as to permit of the use of 133-screen half-tones. The paper manufacturers have really accomplished a wonderful result in dull-coated paper, and such paper has a wide use.

When half-tones are to be used on dull-coated paper, the engraver should be so informed when they are ordered. He will then furnish a plate with more contrast to allow for the increase of the size of the dots and the slight darkening of the lighter tints in printing. Half-tones of somewhat coarser screen are desirable for printing on dull-coated stock than on glossy papers.

Dull-coated book paper is made in practically the same sizes, weights, and colors as enameled book paper.

92. Antique Paper.—Paper without a gloss is much easier on the eyes, especially when artificial light is used. Antique paper has a dull surface, being practically an unfinished paper. It is extensively used for booklets and folders in which no half-tone illustrations are to be printed. The porous surface prevents the use of half-tone illustrations, unless, of course, this surface can be crushed smooth. Some processes are being developed (such as the offset process and others) that make it possible to print half-tones on rough stock. In ordering such work, however, the advertising man should go carefully and be very sure of his printer's ability.

When a booklet is to be printed on antique paper and it is necessary to use a half-tone illustration, the half-tone is usually printed on enameled book paper, which is then cut to the same size as the other pages and bound in as an inset; that is, an inserted page. The effect is artistic when well done and the cost is not great.

93. Laid Antique Paper.—The stock known as laid antique has a rough surface that is made by a series of very close, fine lines. On holding laid paper to the light, slight parallel wire marks from $\frac{3}{4}$ inch to $1\frac{1}{8}$ inches apart will be noticed. Laid antique paper is particularly appropriate for printing semibold faces of type, such as Old-Style Antique, Cheltenham, Avil, etc.

94. Wove Antique Paper.—The paper called wove antique has a surface closely resembling the shell of a newly laid egg. This paper gives fine results in high-grade booklet and folder work. On wove antique, Old-Style Roman type

and similar type are particularly appropriate for the body matter, and line cuts are particularly good for illustrations.

95. Rough Antique Paper.—Another antique paper having the same quality and body as wove and laid antique papers, except that the finish is rougher to the touch, is called rough antique. It is a very fine paper for brochures and high-grade booklets and folders.

96. Plate-Finish Paper.—The paper known as plate finish is a smooth-surfaced paper, but not so smooth as enameled book. Plate-finish paper is really a high-grade, heavy antique book or cover paper that has been run through hot rolls with tremendous pressure. It is not coated—simply polished by the hot rolls and the pressure. It is suitable for all kinds of illustrations, including half-tones of not more than 133-line screen. As the finish is part of the body of the stock, this paper is tougher and stronger than enameled book.

97. Linen-Finish Paper.—Book papers with a linen finish are much finer in texture on the surface than are the linen-finish cover papers. Book papers of this kind will therefore take the smaller sizes of type more easily and can be used satisfactorily for line engravings, provided there is not too much solid color on the plates. Half-tones will not print properly on linen-finish paper. As a rule, linen-finish book papers are lighter in weight than the linen-finish cover stocks, and are of a soft, pliable texture. This kind of book paper comes in white, light buff, and various tints, the principal size being 25 in.×38 in. to the sheet.

98. Crash-Finish Paper.—Book stock with a crash finish resembles very closely the crash-finish cover stock, but it is lighter in weight and somewhat smoother on the surface, so that body type can be used successfully. This paper comes in white and light buff only, and is of the same size as linen-finish book paper. It is not suitable for half-tone printing or for small type.

99. Hand-Made Finish, or Ripple Finish.—The hand-made-finish book papers can be had only in the higher-

priced qualities. The surface of this stock greatly resembles the hand-made-finish cover paper, but it is made lighter in weight and slightly finer in texture, so that body type may be used in printing on it. Hand-made-finish papers are suitable for fine line cuts, but half-tones will not print satisfactorily on them unless the paper is treated specially.

100. Hand-Made Paper.—The genuine hand-made paper, as its name implies, is made by hand instead of machine. It is very costly, as each sheet is made separately and only the finest raw materials are used. Hand-made paper has an antique finish, and is particularly attractive to the touch and eye.

101. Japan-Finish Paper.—The paper with Japan finish is made in only one or two styles, principal among which is the Strathmore Japan, a very high-grade paper made in both plate and very fine antique. These papers resemble parchment, are made of the very best grade of rag stock, in white and buff, and are extremely durable. Very artistic results can be produced with this stock.

102. Vellum-Finish Paper.—The stock known as vellum finish is made by the Japanese from the wood of the Japanese paper mulberry tree. This paper has a remarkably fine texture, is buff in color, and is very durable. On holding vellum-finish paper to the light, it shows a mottled surface that is very distinctive. Vellum paper is used for the highest grade of letter-press work, line engravings, and photogravures, but it is not suitable for half-tone engravings. It is a very high-priced stock and is used principally for insets of fine illustrations in books printed on antique paper.

103. Onyx Paper.—The book stock known as onyx is the same as the onyx cover stock. It is useful for a great variety of small work, such as folders and small booklets consisting of not more than 8 or 16 pages, enclosures, announcements, insets for periodicals, and various kinds of high-grade miscellaneous printing. It is made in crash, vellum, and plate finish, and is very distinctive.

104. Translucent Cardboard.—Direct-by-mail folders are often printed on translucent cardboard. This is really a supercalendered stock with a heavy enameled coating on both sides. The supercalendered body makes it strong and allows it to fold without excessive cracking. It is made in one standard size—22×28 inches. It is nearly always spoken of as 2, 3, 3½, or 4 ply (meaning the number of layers of stock) rather than so many pounds to the ream; 22×28—160 would be about 3 ply. It is made in white and colors about the same as enameled book. It can also be obtained from a few paper dealers in the dull-coated finish similar to dull-coated book paper.

105. Deckle-Edged Papers.—A number of high-grade antique-, linen-, crash-, and plate-finished stocks have what is known as a deckle, or "ragged," edge on two sides. This edge is made in imitation of the old, genuine hand-made paper, which has a deckle on all four sides. The deckle consists of an irregular, soft, feathery edge, in place of the straight, sharp edge usually found on ordinary paper. The modern machine-made paper has a deckle on only two sides, usually running the long way of the sheet. For folders, high-grade booklets, and other line work, the deckle gives an artistic finish that is very desirable. Deckle edges are not found on supercalendered and enameled book stocks, and only a limited number of crash- and antique-finished stocks have the deckle. Some of the imported papers have the deckle on all four sides, but these are very few in number and very expensive. Where the edition is small, however, they can sometimes be used with profit.

The advertisement writer should not call for "close-register" color work—that is, color work printed with great exactitude—on deckle-edged stock, as it is extremely difficult in printing to feed the deckle-edged sheets accurately. There is less difficulty when only one color is used, but the printer will always charge more for handling deckle-edged stock.

TYPOGRAPHY OF INSIDE PAGES

106. Importance of Good Display.—Attractiveness is as essential to the inside pages of a catalog as it is to the cover, and legibility is even more essential. *Attractiveness* is secured by means of proper margins, well-balanced display, neat type faces, high-grade illustrations, and color harmony, while *legibility* is secured by using type that is easy to read, and by arranging the matter so that its meaning can be grasped with the least expenditure of time and effort.

107. Title Pages.—The title page, if the plan of the catalog or booklet calls for one, should be made very neat and attractive. This effect is secured by simplicity and dignity of design and color harmony. Plenty of white space should be carefully distributed throughout this page, which should be more open than the text pages. The title of the work should always be the strongest line. If additional copy is used, it should be set in a much smaller size of the same or a harmonious face of type and arranged as simply as possible. For example, if the text is to be set in Caslon Oldstyle, a very artistic effect for the title page can be produced by using Engraver's Old English or Cloister Black Text type for the main line and setting the balance of the page in Caslon Oldstyle, as shown in Fig. 27.

108. The designer should be consistent in the use of capitals and capitals and lower case. If capitals are desired for the title, the use of all capitals for the whole title page is recommended, unless there is a verse of poetry or a short extract from some other work to be used. In this case, the poetry and extract should be in upper and lower case. It is not regarded as good taste to alternate lines in capital letters with lines in capital and lower-case letters, although, in exceptional instances, one or two lines of capitals could be used. Large type and bold-faced type should not be used unless it is artistically printed in colors, and then only in catalogs dealing with heavy, bulky articles.

Catalog of

Camera Films

Giving Dimensions and
Descriptions of the various
Films made by us for
Amateur Photographers

The Ashman Company
Roycroft, N. Y.

FIG. 27

Catalog of

Camera Films

Giving Dimensions and
Descriptions of the various
Films made by us for
Amateur Photographers

The Ashman Company
Roycroft, N. Y.

FIG. 28

109. Divisions of a Title Page.—Ordinarily, a title page has three divisions: the *name*, the *subheading*, and the *imprint*, or *address*. The entire page should be designed to conform to the main line—the title—and all other words or

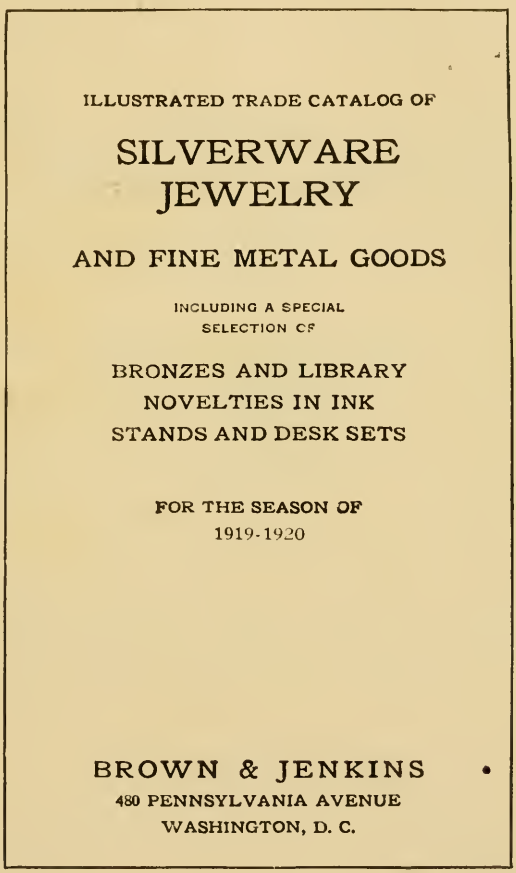
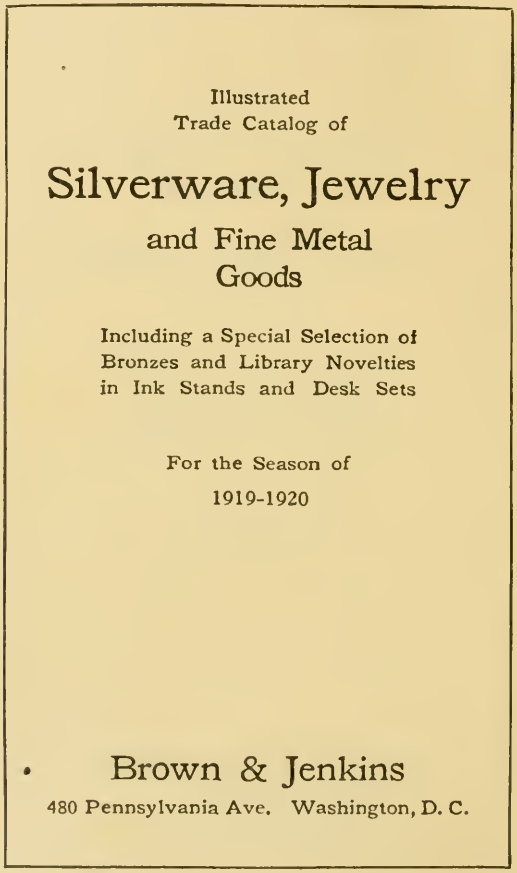


FIG. 29

lines should be made subservient in size and strength. A title with the main-display line set full measure at the top of the page seldom looks well. This weakness may be avoided by "sinking," or dropping, the top line a few picas lower than the

top of the page. The main line of a title page should in all cases be above the center of the page.

110. Subheading and Additional Matter.—Title pages are sometimes extremely simple, consisting of only the


Illustrated
Trade Catalog of

Silverware, Jewelry

and Fine Metal
Goods

Including a Special Selection of
Bronzes and Library Novelties
in Ink Stands and Desk Sets

For the Season of
1919-1920

Brown & Jenkins
480 Pennsylvania Ave. Washington, D. C.

FIG. 30

main title and the imprint. Often, however, there are several secondary features to be placed carefully. See Figs. 27, 28, 29, and 30. Note that in Fig. 29 the matter is set entirely in capitals, while upper- and lower-case letters are used in Fig. 30.

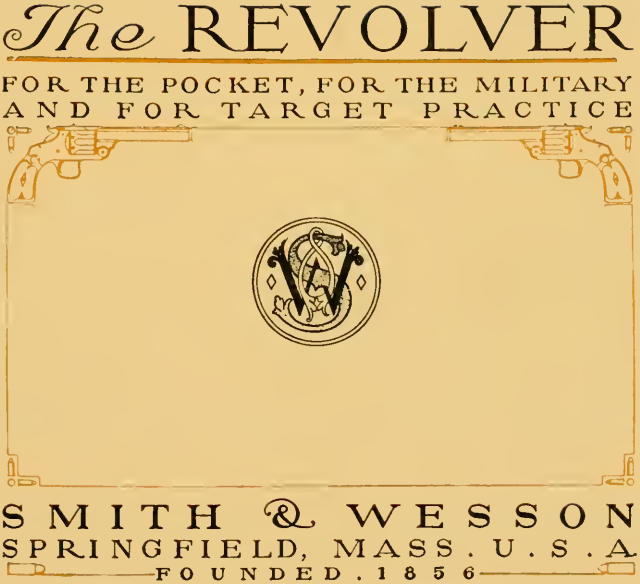

The REVOLVER
FOR THE POCKET, FOR THE MILITARY
AND FOR TARGET PRACTICE
SMITH & WESSON
SPRINGFIELD, MASS. U.S.A.
FOUNDED. 1856

FIG. 31

111. Imprint and Address.—In bound books, the title-page imprint usually includes the date, the name of the publisher, and the name of the city in which the publisher is located. On catalogs, booklets, and folders, however, the date is usually omitted in the imprint, the copy consisting of the advertiser's name and address only. Figs. 29 and 30 show methods of handling a date on catalog and booklet title pages. Imprints and address lines should always be set in the series of type used on the remainder of the page.

112. Borders.—Heavy borders are not appropriate for title pages. In fact, many title pages are printed without borders. Where a border is used, it should be a plain, light, single or double rule. For small booklets, a single 1-point rule is sufficient. A heavier rule than 2 points should never be used for even the larger pages, and even this size should be used carefully. Unless printed in a tint, a 2-point rule ordinarily looks too heavy on a title page. Figs. 27 and 28 show the same copy set with and without a border.

113. Drawn Title Pages.—Where drawn borders are used throughout the catalog, the title page is often hand-lettered. There is a freedom about good hand lettering that cannot be equaled with type. In addition to the lettering, line work emblematic of the subject of the catalog or booklet may be effectively used. Fig. 31 shows an emblematic border, embodying outline drawings of revolvers and cartridges, and also a neat monogram. The border is printed in a light-brown tint, with the lettering in black. In Fig. 32 is shown an emblematic ornament in line work used in conjunction with a type page.

114. Color Divisions.—If the title page is to be printed in two colors, either one of two plans may be followed: printing the subject line only in the bright color, as in Fig. 28, or printing the rule border in the bright color. The rule on a title page should always be printed in the same color as the rules on the body pages. This will not only assist the printer in his work but will add to the harmony of the job. Figs. 29

and 30 show a title page printed in one color, and they illustrate the neat, simple effects that may be produced with black ink and artistic type.

115. Index and Table of Contents.—If the catalog consists of many pages, or treats of a great variety of things,

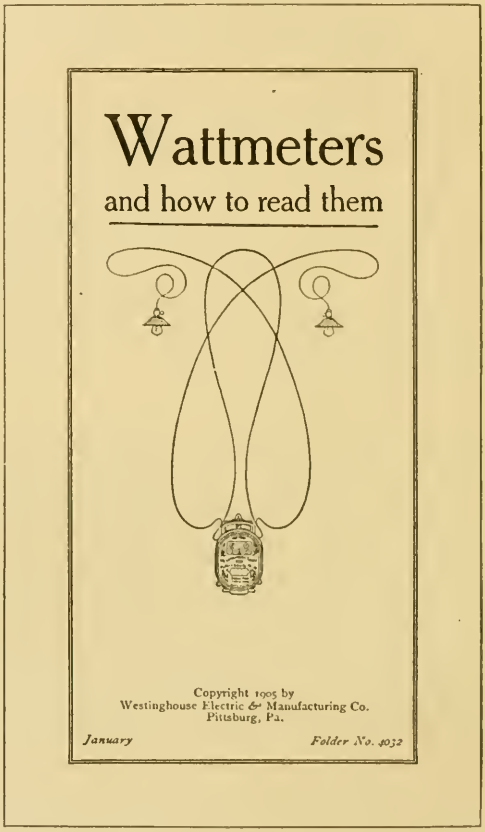


FIG. 32

it is usually provided with an **index** or a **table of contents.** The difference between an index and a table of contents is that in the index the various items of the catalog are listed in alphabetical order, with page numbers opposite, while in the

table of contents, the items are listed in the order in which they come in the catalog. Fig. 33 shows an index arrangement, while Fig. 34 shows a table of contents. An index always gives the page numbers; a table of contents may or may not do so. Where there are a great many short items to be indexed, the index is usually arranged in two or more columns, as shown in Fig. 35, the number of columns depending on the size of page and the length of the lines. Such an index is ordinarily made the last part of the book. The advertiser will find it to his interest to make it as convenient as possible for customers to find what they are looking for.

116. Body Pages.—The body type used for catalogs, booklets, and folders should be of a clean-cut, legible style and not too small. Undoubtedly the best all-around letters are Old-Style Roman and modern Roman. These types are found in practically every printing office. Other types that are appropriate for this work are Caslon Oldstyle, French Oldstyle, Cheltenham Oldstyle, and Scotch Roman. For special booklets and folders printed in olive or brown and colors of like strength, Old-Style Antique, Strathmore Oldstyle, Cheltenham Wide, or any medium-weight type that is legible and well proportioned can be effectively used.

117. Leading.—The body pages of catalogs, booklets, and folders are nearly always more readable and have a better general appearance when the body type is leaded than when it is solid. But if it is necessary to set body type solid on account of the amount of copy, care should be taken that the headings and subheadings are given plenty of white space for background, and that there is a little extra space between paragraphs; otherwise, the page will present an overcrowded and "mussy" appearance, similar to cheap patent-medicine dodgers, and will not appeal to discriminating persons.

118. Sizes of Type.—The best all-around type sizes for body matter are 8- and 10-point, and these sizes are used in most catalogs, booklets, and folders. If possible, 10-point should be used for medium- and large-size catalogs, as it is easier to read than is 8-point. Very small type should be

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FIG. 34

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FIG. 35

avoided for all catalogs except those in which a great many different articles have to be described in small space. Mail-order advertisers are occasionally compelled to use very small type—sometimes even as small as 5- or 5½-point—in order to keep down the weight of their catalogs. For the larger sizes of catalogs and booklets, 12-point type is often used, as it is very easy to read on account of its size; 10-point is a good size to use for a 9″×12″ catalog. Small-faced types like Cheltenham can be used in larger sizes than ordinary old-style, as a 10-point Cheltenham lower-case letter has approximately the same size of face as an 8-point Old-Style Roman lower-case letter (although the capitals are full size), and averages nearly the same number of words to the line. The writer should not call for 12-point body type on the smaller sizes of catalogs, booklets, or folders without first consulting a reliable printer, as 12-point type is too large and bulky for small work, except under special conditions.

It is well to be consistent in the use of body type. If a catalog is started with the main text in 10-point leaded, the style should not be changed to 10-point solid or to 8-point leaded. Of course, the style can be consistently varied when extracts, testimonials, or minor descriptions are to be introduced.

119. Margins.—Nothing depreciates more the value of catalogs, booklets, and folders intended to be high-grade work than sparse, or "skimpy," margins. They give an appearance of cheapness and false economy. Note Fig. 36. One method in arranging small pages is to make the margin approximately equal on the top and both sides, allowing a little extra space at the bottom. Should there be only a little copy for each page and the pages be rather small, the copy may be set in a narrow measure in the center of the page, with a broad band of white space around the four sides. On medium and large pages, it is advisable to follow the book publisher's rule, which is to have the narrowest margin at the binding, a little more at the top, still more at the outside, and the most at the bottom. For example, on a page 5 in.×7 in., a good broad-margin effect

THE bulk of antique mahogany furniture, here in America, derives its design from one or another of the three great 18th century designers, Chippendale, Hepplewhite, and Sheraton. The characteristic style of the first named was based on good old classic lines, and though graceful, was somewhat heavy in appearance; the second went to the other extreme, but the Sheraton attained the happy medium, combining the three desired qualities —strength, lightness, and grace.

While Sheraton designs are well-conceived, admirably proportioned and extremely graceful in line, the appearance of delicacy and lightness is cleverly attained without the sacrifice of security or strength. To the possession of these qualities in so great and unusual a degree is due no doubt the present popularity of the true Sheraton.

This style is distinguished by the tapering legs, which may be either square or turned, severe but graceful lines and quiet ornamentation, usually in the form of inlays of narrow lines of satinwood. Sheraton trusted almost entirely for decoration to his marquetry. This was very delicate and of excellent workmanship. While the Sheraton sometimes carries some carving, the inlay work constitutes the chief beauty, aside, of course, from the artistic value of the graceful lines that distinguish the true conception of the style. Mahogany is the wood principally used in the production of Sheraton pieces.

With a greater refinement of taste than the other old masters, Sheraton drew such of his ideas as were not purely original from the "Louis Seize"—by far the most chaste and refined of all French styles. So admirable and accurate, indeed, was his interpretation of that style that his version of it is commonly called in France "Louis-Seize-Anglaise."

In his best work, Sheraton never permitted the ornament that he employed to take the place of construction, but always made a point of keeping it absolutely subservient to the general form and main constructive lines of his designs. In the enrichment of his productions he was a *decorative* artist in the strictest sense of the word. Having in the first place devised what he considered to be a graceful form, which satisfied his hypercritical mind in every particular, and might therefore be depended on to satisfy others less exacting, Sheraton set about to enrich it with such inlay or carving as he deemed most suitable for the attainment of the object he had in view. The result was invariably successful, exciting the admiration of all possessed of sufficient culture to appreciate such taste and craftsmanship. The consistency with which this principle was adhered to, keeping artistic fitness continually in view, is especially apparent in his chair-backs; but the same rule was brought into force in the designing and construction of the cabinetwork which has made his name famous. The truest and best conception of the Sheraton style today is

FIG. 36

Pages too full—poor marginal effect. The light rules merely show limits of pages

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FIG. 37

The best effect if margins are to be made almost equal

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FIG. 38

Poor marginal effect. The light rules merely show limits of pages

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With a greater refinement of

FIG. 39

Good marginal effect. These pages are arranged in accordance with the general book rule

would be as follows: Next to binding, 4½ picas; top, 5½ picas; outside, 7 picas; and bottom, 9 picas. Figs. 36, 37, 38, and 39 illustrate poor and good marginal effects. Fig. 37 shows how the best effect can be had when the margin is to be made about equal all around the type. Fig. 39 shows how to proportion the margin properly when it is to be arranged according to the book publisher's rule, which is undoubtedly the best practice in preparing catalogs or booklets of high quality. However, the broad-margin style is not always followed.

Body matter has a bearing on the margins. Very small type does not require so much margin as the larger sizes. Pages in bold type may have wider margins than if in light face.

120. Borders.—Catalog, booklet, and folder pages can be printed either with or without borders. Where a border is to be used, heavy rules should be avoided, as they give a funereal appearance to a page. Under ordinary conditions, 1-point rule is sufficiently heavy for all sizes of booklet pages, but when the rule is to be printed in a light tint on large pages with wide margins, 2-point may be used with advantage. A happy medium between a 1- and a 2-point rule is the 1½-point face rule, which many printers have. It is advisable, however, to ascertain whether the printer that is to do the work has this face of rule, for often, where 1½-point rule would be very appropriate, the 2-point rule that would be substituted would be entirely too heavy. Fancy-type borders should not be used on title and inside pages unless they are printed in a very light tint and used with great discrimination. On high-grade booklets and folders, a drawn border symbolical of the subject treated is very attractive and lends to the selling value of the work. Fig. 40 shows a drawn border used on a railroad booklet treating of fishing. The appropriateness of this border is recognized at a glance, and adds greatly to the artistic value of the page, especially as it is printed in a bright-green tint with the type in black.

Parallel-rule drawn borders, with the space between in halftone or stippled and printed in a light tint, give a two-color border effect that is appropriate for high-grade booklets.

The style and size of the border should be kept uniform on all pages, including the title page. Where illustrations are used, great care should be taken to see that the border does not interfere with their attractiveness and strength. Borders look better around illustrations when they are printed in a light tint, and the illustrations in a dark color. The same facts about handling borders should be kept in mind when placing bands of color at the top and bottom of pages instead of all around.

121. Headings.—Where possible, the main headings of a booklet should be so arranged as to appear at the top of a page (see Fig. 41). This is a much better plan than scattering the main heads throughout the text, as the various subjects treated can be ascertained more easily. If this style cannot be followed, the main heading may be put on the first page of the body matter, allowing a little extra margin at the top, and the secondary heads may come as they happen to strike throughout the body matter in the following pages; as a finishing touch to each page, the title of the work may be put across the top of the page in caps of type a size smaller than the body matter, with a light rule the full measure of the page beneath it. Such a head is known as a running head. The pages of this Section are printed in this style, except that the capitals at the top of the page are not of a size smaller than the body-matter capitals and no rule is used under the running head.

Page headings can be run in various styles. If a border is used around the page, the heading sometimes looks well, with no ornamentation of any kind, when it is simply placed in the center of the measure with the proper space above and below, as shown in Fig. 42. A panel heading such as shown in Fig. 43 is another good style. A double 1-point rule above the heading and a single 1-point rule beneath it, is still another variation. An ornamental panel border, such as shown in Fig. 41, is a very tasteful plan when two colors are used and the heading is run in a bright color.

Squared headings, or headings running the full width of the type page, with a light single or double rule beneath, are sometimes preferable to the short, center-line headings.

122. Uniformity in Headings.—The size of type used in all main headings should be uniform, as should also the style of type in regard to the use of all caps or caps and lower case. If there is a variation in the style of setting of two heads of equal importance, the reader may be confused. Sometimes in very artistic catalogs, a specially drawn or specially arranged head will be used for each main division. In this case, however, consistency as to strength of display should be observed, as well as harmony between the various styles. The adoption of upper and lower case is advisable when the headings are rather long, for with this style more words can be set in a line. The style of type in the heading should be made to conform to the shape of the page; that is, if the page is deep and narrow, a medium condensed letter, such as Cheltenham Bold Condensed, should be used for the heading and subheadings; if the page is set the wide way, medium and extended types are preferable. It is well to use type that is easy to read—plain, clean-cut, and attractive faces.

123. Subheads and Side Heads.—Where different divisions of the subject occur, and when it is desired to call special attention to such divisions, subheads and side heads may be used to advantage. Subheads add greatly to the readability of some booklets, as the reader can tell at a glance where the particular feature he is interested in may be found. They also tend to exert a strong selling power, as they call attention to special points that are not otherwise strengthened. There are various styles of subheads and side heads, principal among which are the *centered subhead,* the *run-in side head,* the *flush side head,* the *cut-in side head,* and the *side head in margin.*

124. Centered subheadings are formed by placing the heading in the center of the measure and allowing a little more space above than below; in other words, having the subhead nearer to the body type *under* it, to show that it pertains to that matter and is not a part of the preceding text matter, as shown in Fig. 44 (*a*).

125. Run-in side headings are formed by displaying the subhead in a heavier face of type than the body matter and

Bass in the Mississippi

The Mississippi River offers good bass fishing. The best part of the river for it is that lying between La Crosse and the foot of Lake Pepin, although there are many good sections between La Crosse and Dubuque. The best season is late summer, or after the waters have fallen to a reasonable level.

A good guide is necessary in these waters and one can always be secured at La Crosse, where this form of fishing is well understood. The attraction of this district is its accessibility. Some of the best grounds are below Wabasha and above Winona and Minneiska. Many go to Wabasha, hire a boat and run down as far as La Crosse, taking three or four days in which to make the trip, returning the boat by rail. Those who do not care to camp out may take advantage of the numerous small towns along the river, most of which fortunately have comfortable hotels.

Within Two Hours of Chicago

Of the lakes of the third group, the Fox Lake waters in northern Illinois are perhaps the best known as good fishing grounds. Black bass and pickerel are to be had here as well as perch and rock bass. In describing the resorts of this region, one should bear in mind the fact that these waters have been fished for many years and should not be compared to the northern Wisconsin and Minnesota lakes, when

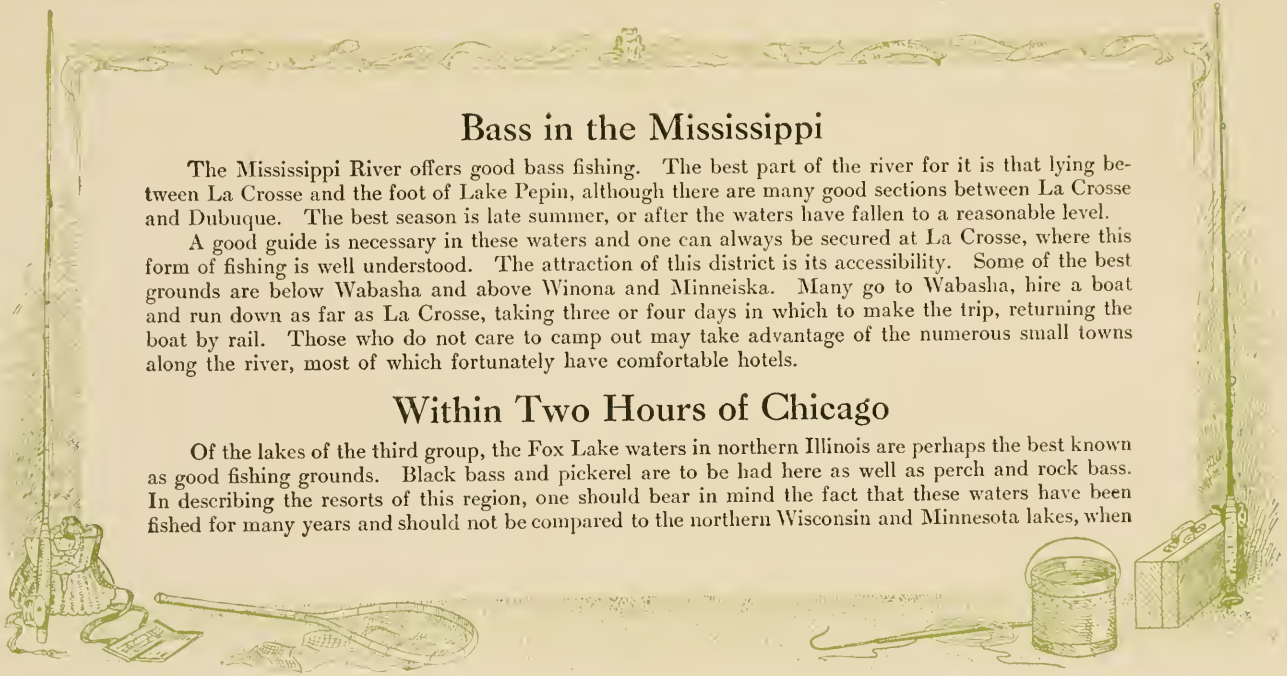


FIG. 40

Advertising and Its Opportunities

ADVERTISING in its true sense is informing or reminding people of the qualities of some article or proposal. Whether it is advertising to sell goods or services, or to forward a public cause, the fundamental principles are the same.

The idea of advertising is old—Joseph advertised the coming of the famine upon the land of Egypt—but only in recent years has advertising developed to any considerable extent. Its growth in the last quarter of a century has been marvelous. It has given birth to a new and lucrative profession, one in which there are great opportunities for both men and women.

Further Development is Certain

Nothing can stay the growth of advertising. Manufacturers and dealers are multiplying in numbers and in the extent of their trade. Competition is keener every year. To maintain sales there must be advertising—constant, intelligent advertising. Even the best known and most permanently established concerns, realizing that they can extend their sales only by advertising, are spending hundreds of thousands of dollars annually.

The presidential campaign of 1904 marked a use of advertising unparalleled in the history of the world. The Republican campaign managers purchased page after page of space in leading magazines to advertise their presidential candidates and their policies. A total of $25,000 was spent in this way.

The Extent of the Field

In business of all kinds, among all classes of people, and in all countries, advertising is an indispensable factor of success. "Nothing except the mint can make money without advertising" said the great Gladstone. Macaulay said many years ago, "Advertising is to business what steam is to machinery—the great propelling power."

It is estimated that the great sum of a billion dollars is spent every year in advertising of various kinds in the United States alone. This amount is spent by almost everybody from the farmer and the

FIG. 41

RETOUCHED PHOTOGRAPHS

¶ By far the greater part of machine illustration is done by means of the retouched photograph. The average photograph, taken under the adverse conditions prevailing in shops, lacks the harmonious distribution of light necessary for a pleasing result.

¶ Defects in castings, oil spots, reflections in "finished" parts are all accentuated in a photograph. The artist's province is to eliminate all defects, supply the proper light and shade, and add suitable effective backgrounds to give relief and suggest distance.

¶ We have a department of specialists in this line who not only retouch photographs with mechanical accuracy and artistic effect, but can also alter a photograph to show changes made after it was taken, or to add attachments not shown. This can be done from blueprints, other photographs, or sketches.

FIG. 42

CUTS IN TWO COLORS

The adapting of the cost of cuts to the class of merchandise requires intelligent discrimination on the part of the buyer. Judicious economy, however, never leads to a sacrifice of quality.

Value of the Tint Block

Where the excellence of the illustrations is the first consideration, no one factor contribute more to the desired result than the use of an additional tint block, which gives a degree of finish and a richness of coloring obtainable in no other way.

A tint block, in addition to enhancing the beauty of the illustration, can be used to attract attention to special features, or to indicate in a view of a complete illustration those parts which are supplied by the advertiser.

FIG. 43

running it in the first line of the paragraph, either by indenting it in the usual manner of paragraphing, or by running it flush to the left and indenting the second and following lines one or more picas, hanging-indention style, according to size of page and type. Fig. 44 (*b*) shows the regular paragraph style of run-in side heading.

126. Flush Side Headings.—Where a subheading is set in a line by itself, and flush to the left, or where it is to run in the first line of body matter, flush to the left, with the body matter following hanging-indention style, as in Fig. 44 (*c*), it is called a flush side heading.

127. Cut-in side headings can be used either at the beginning or half way down the left side of a paragraph of body matter. Such a heading is formed by indenting three or four lines of the body matter and thus allowing white space at the left side in which the subheading may be placed in a bolder face of type than the body, as in Fig. 44 (*d*). The heading here is set in caps; upper and lower case, however, is the usual style.

128. Side Headings in Margins.—Where wide margins are used, a very attractive style may be obtained by running the side heads in short lines of one or two words, beginning directly opposite the first line of the paragraph to which the heading relates, leaving about a pica space between the body matter and the lines of the side head, and squaring these lines on the body-type side, as shown in Fig. 44 (*e*). Sometimes the running head of the entire book is used in this way, in the outside margin opposite the top line of body matter, and the side head is placed in a smaller face of type under the running title or head.

129. Body Matter.—In arranging body matter, care should be taken to see that the paragraphs have proper indentions. When the measure is wide, such as 25 picas, the indention should be 2 ems of the size of body type used; if the measure is from 30 to 40 ems pica, 3-em indention should be followed. The excessive use of capitals, Italics, and bold face

tablespoonfuls of white sauce (made of chicken broth). Let cook for another few minutes, stirring it all the time. Finish with juice of lemon and a little chopped parsley.

DEVILED CRABS

Fry one medium-sized onion chopped very fine in an ounce of butter, add a tablespoonful of flour; stir well for 1 minute, then add half pint of some good broth or milk. Stir well. Season with salt and red pepper, one teaspoonful of Worcestershire sauce and one teaspoonful of English

(*a*)

DEVILED CRABS.— Fry one medium-sized onion chopped very fine in an ounce of butter, add a teaspoonful of flour; stir well for 1 minute,then add half pint of some

(*b*)

DEVILED CRABS

Fry one medium-sized onion chopped very fine in an ounce of butter, add a tablespoonful of flour; stir well for 1 minute, then add half pint of some good broth or milk. Stir well. Season with salt and red pepper,

(*c*)

tablespoonfuls of white sauce (made of chicken broth). Let cook for another few minutes, stirring it all the time. Finish with juice of lemon and a little chopped parsley.

DEVILED CRABS Fry one medium-sized onion chopped very fine in an ounce of butter, add a tablespoonful of flour; still stir well for 1 minute, then add half pint of some good broth or milk. Stir well. Season with salt and red pepper, one teaspoonful of Worcestershire sauce and a teaspoonful of English mus-

(*d*)

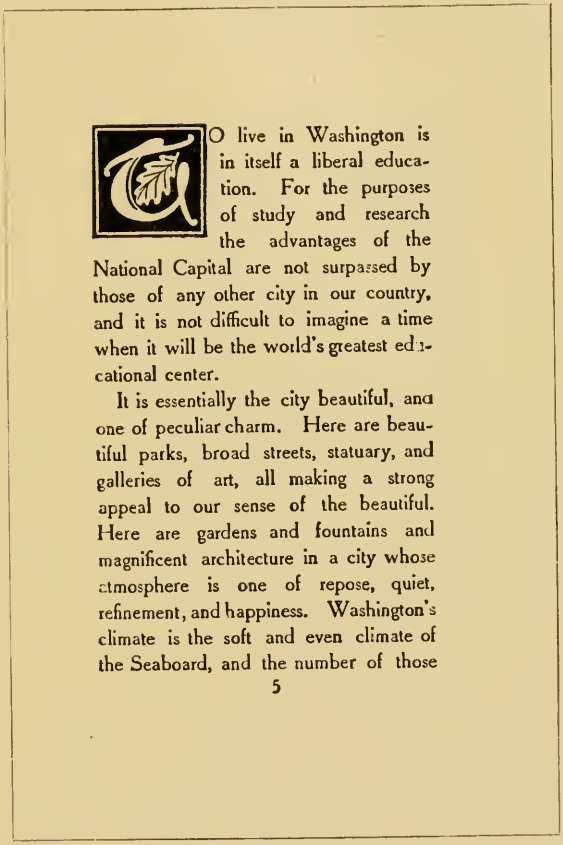
Deviled Crabs Fry one medium-sized onion chopped very fine in an ounce of butter, add a tablespoonful of flour; stir well for 1 minute, then add half pint of some good broth or milk. Stir well. Season with salt and red pepper, one teaspoonful of Worcestershire sauce and a teaspoonful of English mustard and a little chopped parsley. Add two pounds of crab meat and some chopped mushrooms. Cook for 20 minutes.

Soft-Shell Crabs Place four or five soft-shell crabs in a chafing dish with a piece of good butter and three chopped challots. Let all fry together for 5 minutes; add a wine glass of Rhine.

(*e*)

FIG. 44

in the body matter, in an endeavor to secure emphasis, should be avoided, as such letters will not only mar the attractiveness of the page but will place undue strength on certain portions of the page and thus throw it somewhat out of balance. Where


TO live in Washington is in itself a liberal education. For the purposes of study and research the advantages of the National Capital are not surpassed by those of any other city in our country, and it is not difficult to imagine a time when it will be the world's greatest educational center.

It is essentially the city beautiful, and one of peculiar charm. Here are beautiful parks, broad streets, statuary, and galleries of art, all making a strong appeal to our sense of the beautiful. Here are gardens and fountains and magnificent architecture in a city whose atmosphere is one of repose, quiet, refinement, and happiness. Washington's climate is the soft and even climate of the Seaboard, and the number of those

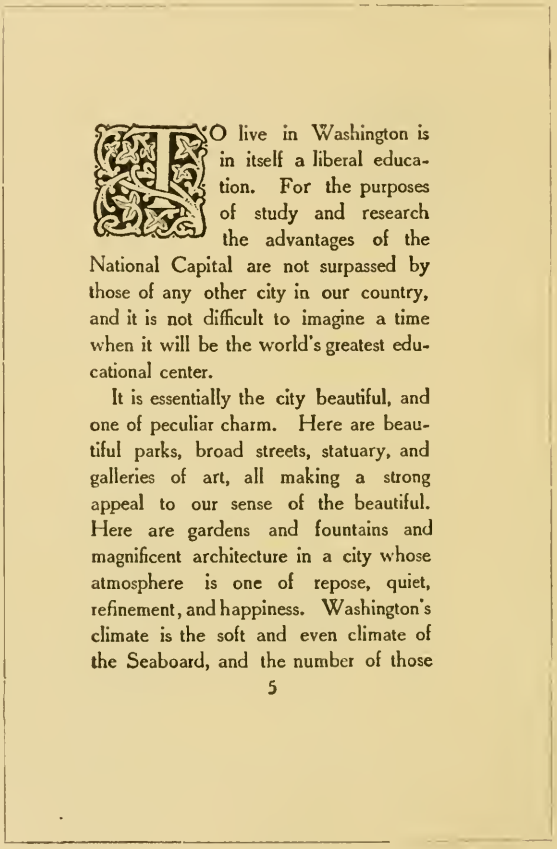
5

FIG. 45

it is necessary to emphasize a paragraph describing some particularly strong selling point, a good plan is to set the paragraph in a bolder face of type of the same or a smaller size. If still further prominence is required, the paragraph may be indented 2 picas on each side. These methods will not only add to the

attractiveness of the page, but will give all the strength necessary.

130. Extracts and Indorsements.—Where it is necessary to use an **extract** from some other publication, a speech,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5

FIG. 46

etc., this special matter should be set in a smaller size of the same font of type, and indented 2 or more picas on each side, according to the width of the regular body matter.

Indorsements should always be set a size smaller than the body matter and in the same style of type, unless particular

emphasis is desired, when the matter can be set in a somewhat bolder face.

131. Bold-Faced Type for Body Matter.—As a rule, bold-faced type should not be used for body matter, as it is extremely monotonous and hard to read. In some instances, a semi-bold face of type, such as Caslon Bold, Cheltenham Wide, Old-Style Antique, Bookman Oldstyle, etc., leaded, can be used for body matter. It is often advisable to use a tinted stock when printing these faces in a black or a strong dark color. Antique or rough stock lends itself well to the use of somewhat heavier faces for body matter.

132. Use of Initials.—An initial sometimes gives an attractive finish to a page of type and also leads the eye to the proper starting point. It is always well to choose an initial that is not so strong and black as to overbalance the rest of the body type. Heavy initials used with light body type, as shown in Fig. 45, mar the pages and detract from the strength of the display. The best initial to use is one that is approximately the same weight as the gray color made by the mass of the body type, as shown in Fig. 46. A comparison of these two exhibits will immediately disclose the fact that the initial shown in Fig. 45 is entirely too heavy for the page. The one shown in Fig. 46 is in perfect harmony with the color tone of the page.

133. Initials are made in a variety of styles, shapes, and sizes. In choosing an ornamental initial, it is well, if possible, to get one with the ornamentation in keeping with the subject, and to avoid one that is so extremely large as to be out of proportion with the size of the page. Where ornamental initials are not available, a larger size of the same face of type as the body matter may be used. For instance, if the page is to be set in 10-point Cheltenham, a 24- or a 30-point Cheltenham initial, according to the size of the page, can be acceptably used. A great many times, a larger letter of the style of the body type makes the most appropriate and pleasing initial that can be used. See Fig. 47. At any rate, it is an easy means of

securing a simple, dignified, and harmonious effect with any style of type. Where the work is of extreme importance or of very high grade, and cost is a secondary consideration, special initials of two or more colors may be drawn in a combination of line and half-tone, each one illustrating or suggesting some feature of the work described in the booklet or the catalog.

134. Square, ornamental initials mortised in the center for the initial letter, should be avoided. This style of initial has several bad features, among which may be mentioned the following: (1) It throws the initial a considerable space away from the word to which it belongs; (2) the initial is not in line with the top of the word to which it belongs, as it should

ALL ADVERTISEMENTS may be grouped into two general classes. (1) *informing* advertisments and (2) *suggestive* or *reminding* advertisements. The informing advertisement gives information about the commodity advertised; in order for the advertisement to be effective, the information must necessarily be of such character that it will influence readers to buy. The suggestive or reminding advertisement contains little or no specific information but gives publicity merely to the name of the

FIG. 47

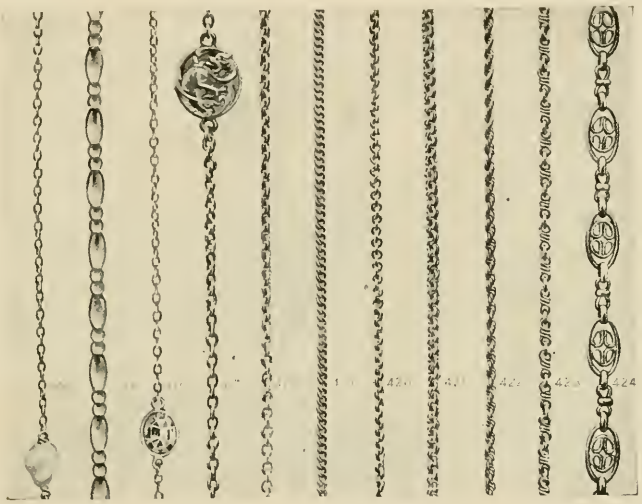
be; and (3) it usually throws ornamentation between the initial and the remainder of word, which is decidedly unattractive to the eye.

The space around the intitial should be equal both on the side and underneath. Avoid wide gaps of white space at the right and under an initial. Where the letter T is used, for instance, without ornamentation, the second and following lines of body type should not be indented, but should be set flush with the side of the body of the initial, on account of the blank space between the stem and outside edge of this letter. Where a capital L or A is used, the printer should be instructed to mortise the right side of the letter at the top, so that the following letter of the word can come close to the initial and thus avoid a gap. See how the initial is treated in Fig. 45. Where

Lorgnette or Guard Chains

14-KARAT GOLD

Illustrations show actual size of links and stones



401.	Ten Baroque Pearls, cable links . .	Length, 48 inches,	$35.00
403.	Oval and round gold beads	Length, 60 inches,	38.00
416.	Eight oval Amethysts, cable links .	Length, 48 inches,	22.00
417.	Eight fancy charms, cable links . .	Length, 60 inches,	65.00
418.	Cable links	Length, 48 inches,	24.00
419.	Close curb links	Length, 48 inches,	20.00
420.	Horseshoe cable links	Length, 48 inches,	24.00
421.	Fancy twist links	Length, 48 inches,	20.00
422.	Rope links	Length, 48 inches,	18.00
423.	Fancy French links	Length, 54 inches,	40.00
424.	Oval pierced and twist center links .	Length, 60 inches,	60.00

BAILEY, BANKS & BIDDLE COMPANY

Copyright, 1907, by the Bailey, Banks & Biddle Co.

FIG. 48

MACY'S OFFER EXTRA VALUES IN CHAFING DISHES AS SHOWN BELOW

11X 4334

11X 4330

In New York and out of New York, MACY'S reputation for high-valued, low priced table and kitchen ware transcends that of all other concerns. We call especial attention to that section of the catalogue running from Page 396 to Page 487—you will find therein a mine of money saving suggestions.

11X 4337

CHAFING DISHES, TEA KETTLES AND COFFEE POTS

11X 4330. The Tourist Chafing Dish, nickel plated; capacity 2 pints; diameter 7½ inches; this dish is especially adapted for travelers, and it is compact; the stand, lamp, extinguisher, handle and dish can be packed inside of the hot water pan; price..... $6.49

11X 4333. Nickel or Copper Stand, with kettle in brass, nickel or copper; capacity of kettle 2 pints; height complete 11 inches; in brass, price, $1.91; in nickel or copper; price..... $2.38

11X 4334. Kettle, with wrought-iron stand; kettle in brass, nickel or copper; capacity 2 pints; 15 inches high; in brass, $2.62; in nickel or copper; price... $2.94

11X 4336. Tilting Kettle, with stand, in brass, nickel or copper; capacity 2½ pints; height complete 12 inches; diameter of base 6 inches; in brass, $6.49; in nickel or copper; price..... $7.31

11X 4337. Coffee Machine, with tray, finished in copper or nickel plate; capacity 2 pints or 10 after dinner cups; price, $8.64; capacity 2½ pints or 14 after dinner cups; price, $9.43; capacity 3½ pints or 18 after dinner cups; price, $10.24; round tray, 12 inches in diameter; price..... $1.31 extra

11X 4338. Chafing Dish Fork, nickel silver, silver soldered, band burnished, ebonized handle; price..... $1.26

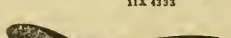
11X 4339. Chafing Dish Spoon, nickel silver, silver soldered, band burnished; ebonized handle; price..... $1.38

11X 4336

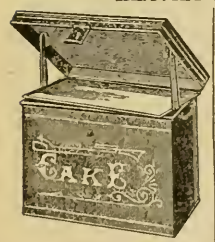
11X 4333

11X 4338

MACY'S OFFERS YOU A SAVING OF 25 PER CENT ON THESE TABLE COOKING APPLIANCES.


11X 4339

HEAVILY POLISHED, PIECED AND JAPANNED TINWARE



11X 4331. Square Bread or Cake Trunks, brown japanned, made with tray; in four sizes; price, each, No. 1, 13x9¼x10½ in. $1.31; No. 2, 14x10½x11½ in. $1.46; No. 3, 16x11½x13 in. $1.84; No. 4, 19x13x15 in., $2.36.

11X 4332. Square Bread or Cake Trunks, brown japanned best quality; four sizes, without trays; sizes as above; price, each, No. 1, 74c; No. 2, 92c; No. 3, $1.28; No. 4, $1.69

11X 4333 Cutlet Moulds, made of heavy pieced tinware; price, each..... 11c

11X 4334. Round Sugar Boxes, brown japanned; eight sizes.

Size 4¼x4¼ in.; price, each....	27c
Size 5¼x5¼ in.; price, each....	32c
Size 6 x6¼ in.; price, each....	39c
Size 6½x6¾ in.; price, each....	49c
Size 7½x8¼ in.; price, each....	61c
Size 8¼x9¾ in.; price, each....	71c
Size 9½x10½ in.; price, each.	84c
Size 10½x11¼ in.; price, each...	99c

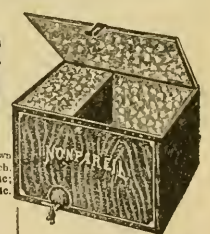
11X 4335. Cracker Boxes, brown japanned; two sizes; price, each, diameter 10 in., depth 4½ in., 64c; diameter 11 in., depth 5¼ in., 84c

11X 4336. Cheese Boxes, brown japanned; two sizes, price, each, diameter 10 in., depth 4½ in., 64c; diameter 11 in., depth 5¼ in., 84c.

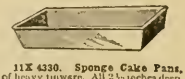
11X 4337. Heart Moulds, of heavy pieced tinware; price..... 11c

11X 4338 Spice Scoops, of heavy tin, made in four sizes.

Sizes.	Each.
3 x2¼ inches.....	8c
3½x2⅜ inches.....	10c
3⅝x3 inches.....	12c
4½x3½ inches.....	15c



11X 4339. The Nonpareil Nursery Refrigerators, made with deep tank; best japanned ware, finished in oak; walnut or rosewood grain; three sizes; price, each, No. 1, 16x11½x11½ in., $3.36; No. 2, 19x13x13 in., $4.22; No. 3, 22x16x16½ in. $5.92

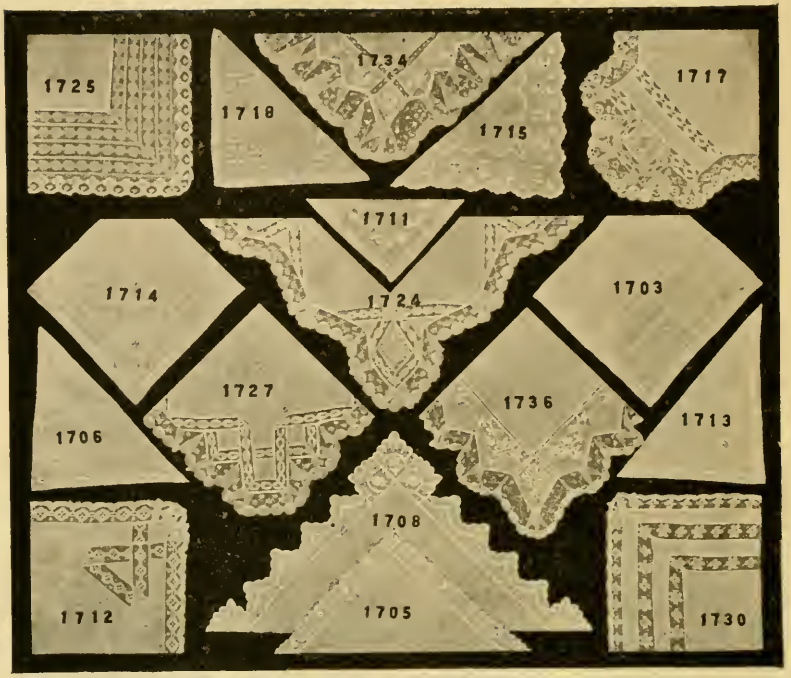


11X 4330. Sponge Cake Pans, of heavy tinware. All 2½ inches deep

Size	Each.
9½x4¼ inches.....	16c
12¾x8½ inches.....	29c

FIG. 49

I L T 1020—12



1703—Handkerchief of Cross-bar Lawn; narrow hemstitched edge; initial in corner. 5 cents each; 55 cents per dozen.

1705—Handkerchief of fine Lawn, with fancy embroidered edge. 7 cents each; 40 cents per half dozen; 79 cents per dozen.

1706—Handkerchief of Linen; narrow hemstitched edge; initial in corner. 11 cents each; 64 cents per half dozen; $1.24 per dozen. (See also Nos. 1706B and 1706C.)

1706B—Handkerchief of Linen; same style as No. 1706, but without initial. 9 cents each; 52 cents per half dozen; $1.00 per dozen.

1706C—Handkerchief of Lawn; same style as No. 1706; narrow hemstitched edge; initial in corner. 7 cents each; 40 cents per half dozen; 79 cents per dozen.

1708—Handkerchief of sheer Lawn, with fancy scalloped edge of dainty embroidery. 10 cents each; three assorted designs, 25 cents.

1711—Handkerchief of soft Cross-bar Lawn, with attractive border of embroidery and narrow hemstitched edge. 13 cents each; three assorted designs, 35 cents.

1712—Handkerchief of India Lawn, with inserts of Val lace and a lace edge. 13 cents each; three assorted designs, 35 cents.

1713—Handkerchief of Real Irish Linen, with embroidered floral wreath; initial in corner. Price 13 cents each; three for 35 cents. (See also No. 1713P.)

1713P—Handkerchief of Real Irish Linen; same style as No. 1713, but without initial. 11 cents each; 64 cents per half dozen.

1714—Handkerchief of Cross-bar Linen, with initial in wreath. 15 cents each; 85 cents per half dozen.

1715—Handkerchief of fine Persian Lawn, with elaborately embroidered edge. 15 cents each; 85 cents per half dozen.

1717—Handkerchief of fine sheer Lawn, beautifully trimmed with lace and embroidery; assorted designs; special value. 19 cents each; three assorted designs, 55 cents.

1716—Handkerchief of sheer Persian Lawn; beautifully embroidered; narrow hemstitched edge. 19 cents each; three assorted designs, 55 cents.

1724—Handkerchief of pure Linen, with embroidered corners and frilled edge of Val lace. 23 cents each; three assorted designs, 67 cents; $1.32 per half dozen.

1725—Handkerchief of fine Val Lace, with centre of India lawn. 23 cents each; three assorted designs, 67 cents; $1.32 per half dozen.

1727—Handkerchief of pure Linen, with an elaborate border of fine Val lace. 23 cents each; three assorted designs, 67 cents; $1.32 per half dozen.

1730—Handkerchief of fine quality Linen, with two rows of Val lace insertion and Val lace edging. 29 cents each; three assorted designs, 85 cents; $1.65 per half dozen.

1734—Handkerchief of pure Linen, with Val lace insertion, embroidery and a wide edging of Val lace. 35 cents each; three assorted designs, $1.00.

1736—Handkerchief of pure Linen, beautifully embroidered, ornamented with beading and edging of Val lace. 35 cents each; three assorted designs, $1.00.

INITIALS: Initial Handkerchiefs can be had with any letter of the alphabet except I, O, Q, U, V, X, Y, and Z.

FIG. 50

Soaps and Kitchen Supplies

LAUNDRY SOAP

	Quantity in box	Box	Bar
Gimbels Oleine	60 bars	2.90	.05
Gimbels Borax	60 bars	3.50	.06
Babbitt's	100 bars	4.25	4½
Eavenson's Naptha	100 bars	5.75	.06
Fels-Naptha	100 bars	4.90	.05
Kirkman's	100 bars	4.75	.05
Mule Team	100 bars	4.75	.05
P. & G. Lenox	100 bars	3.75	.04
Sunlight	100 bars	4.75	.05
Swift's Pride	100 bars	4.75	.05
Young's Pearl Borax	40 bars	3.10	.08
P. & G. Naptha	100 bars	4.75	.05

SCOURING SOAPS

	Cake	Doz.
Brook's Crystal	.05	.55
Young's	.05	.55
Sapolio	.08	.95
Yankee Flint	.05	.55
Scrub-E-Z	.10	1.15
Bon Ami	.10	1.15
Kleenatub	.10	1.15
Wrigley's	.05	.55

HAND SOAPS

	Bar	Doz.
Hand Sapolio	.08	.95
Jergens' Pumiss	.05	.55

CARPET CLEANER

	Cake	Doz.
H. & H.	.15	1.70

WHITE FLOATING SOAP

	Box	Bar
Lexard Castile	100 bars	4.75	.05
Fairy (small)	100 bars	4.75	.05
Fairy (large)	100 bars	7.75	.08
P. & G. Ivory (small)	100 bars	4.90	.05
P. & G. Ivory (large)	100 bars	7.90	.08
Queen of Borax (small)	100 bars	4.75	.05
Queen of Borax (large)	100 bars	9.50	.10
Swift's Wool (large)	100 bars	7.75	.08
Swift's Wool (small)	100 bars	4.75	.05

CASTILE SOAP.

	Bar	Doz.
Domestic, White, large bar	.45	5.25
Conti Imported, large bar	.55	6.50

DISINFECTANT SOAP

	Bar	Doz.
Lifebuoy	.05	.55

PARAFFINE WAX

	Each	Doz.
Standard Oil Co.'s	.15	1.75

SAL SODA

Best Granulated, lb.	.01½
Best Granulated, 60-lb. box	.85

WASHING POWDERS

	Pkg.	Doz.
Purity, No. 4 package	.15	1.70
Army and Navy	.05	.55
Babbitt's 1776	.03	.35
Fairbank's Gold Dust, large	.22	2.40
Fairbank's Gold Dust, small	.06	.70
Kirkman's	.05	.55
Pearline, large	.10	1.15
Soapine, large	.05	.55
Swift's, large	.18	2.10
Swift's, small	.05	.55
Swift's Naptha	.10	1.15
Young's Borax	.08	.95
Old Dutch Cleanser	.10	1.15
Radax	.12	1.40

AMMONIA

	Bot.	Doz.
Gimbels High Test, extra large	.25	2.90
Gimbels High Test, medium	.15	1.75
Gimbels Cloudy, large	.25	2.90
Gimbels Cloudy, medium	.15	1.75
Parson Household, large	.45	5.25
Parson Household, medium	.25	2.90
Parson Household, small	.15	1.75
Trial Size	.10	1.15
Scrubb's	.25	2.90

DRY AMMONIA

	Can	Doz.
Ammo, large	.25	2.90
Ammo, small	.05	.55
Bath Ammo, Perfumed	.15	1.70

CHLORIDE OF LIME

	Can	Doz.
Gimbels	.10	1.15

STARCH

	Each	Doz.
Purity, 3-lb. box	.25	2.90
Purity, 6-lb. box	.50	5.75
Kingford's, 3-lb. box	.30	3.50
Kingford's, 6-lb. box	.60	7.00
Durkee's Mourning	.20	2.30
Elastic, large	.10	1.10
Celluloid, large	.10	1.10
Viola Perfumed	.10	1.15
Fluffy Ruffles, large	.10	1.15

LUMP LAUNDRY GLOSS STARCH

	Lb.	To lb.
Fancy Lump	.06	.55
Finest Lump	.08	.75

STARCHING GLOSS

	Pkg.	Doz.
Glo-Zo	.05	.55

BLOCK BLUE

	Pkg.	Doz.
Reckitt's, large	.10	1.15

Telephones:—Bell, Walnut 500-844; Keystone, Main 7-30-71
Prices subject to market changes

FIG. 51

an initial is used with very short paragraphs, the ragged indention may be avoided by running the matter in a single paragraph, using paragraph marks between the sentences.

135. Arrangement of Pages.—Some examples of the arrangement of body-matter pages of catalogs and booklets have been shown in the preceding pages. In Figs. 48, 49, 50, and 51 are shown additional examples. All of these are reduced, being only about half the size of the original pages. The example shown in Fig. 48 is an unusually attractive page; it shows not only good typographical and border treatment but demonstrates how a number of such articles as chains can be illustrated well in small space by merely showing a section of each. Note that the text gives the length of each chain. Fig. 49 shows an example of a page in which a number of articles must be listed in small space. Figs. 49, 50, and 51 show examples of mail-order catalogs in which space is used with great economy. It is idle to say that such catalogs are not read, for the facts are indisputable. This class of work may not command the approval of critics, but it is the kind of literature that mail-order firms and large retailers find well adapted to their purposes, and the advertising man should be prepared to execute this kind of matter as well as the kind in which more liberty may be taken in regard to the use of space, colors, etc. As a matter of fact, it is more difficult to lay out pages like those shown, reduced, in Figs. 49, 50, and 51 than it is to plan a catalog in which a page can be given to each illustration or to each illustration and the accompanying text. The black background shown in Fig. 50 is well adapted to the subjects illustrated, but a pleasing variation from this solid black would be a line background resembling crash. The crash effect is artistic and reproduces well.

ILLUSTRATIONS FOR INSIDE PAGES

136. In catalogs, booklets, and folders printed the narrow way of the page, and in which it is necessary to run the illustrations the *long way* of the page, the bottom of the illustration

should always face toward the right; that is, the *left side* of the illustration should always face the bottom of the page, as shown in Fig. 52, which is a reduced reproduction of two facing pages of a catalog. Of course this rule does not apply where illustrations are run across the narrow way of the page, along with the type. Observe how the illustrations on the right-hand page of Fig. 52 are placed.

Where it is necessary to use half-tone illustrations in books printed on antique, hand-made, onyx, crash, or linen-finish stock, the half-tone should be printed on enameled book stock and tipped in when the book is bound, as it is impossible to print fine half-tones on the rough finishes unless the book is printed by the offset process, which can be handled only by the best printers.

137. Group Cuts.—When it is desired to use a number of illustrations in a limited amount of space, effective results can sometimes be obtained by grouping the series of photographs and having one plate made that will embody all the different views in a single group. In this way, a number of illustrations can be printed very artistically on one page; otherwise, it might be necessary to use a page for each one. In Fig. 53 is shown a group vignetted cut that illustrates two models of a revolver and a sectional view of the breaking mechanism.

138. Placing of Illustrations.—It is well to be consistent in the placing of full-page illustrations. Use left-hand pages if possible. If it is necessary to print full-page illustrations on right-hand pages, all the full-page illustrations should be arranged to print on right-hand pages. Two full-page illustrations should not be allowed to face each other, unless it is impossible to avoid this plan. Where two facing full-page illustrations must be run the long way of the page in a book in which the type pages are set the narrow way, the bottom of each illustration should face the right. If a small illustration is to be used in the text matter, it should be placed toward the outside of the page; that is, on pages with even numbers, the illustrations should be placed on the left-hand side, and on

FRENCH ROMAN (light)

ABCDEFGHI
JKLMNOPQR
STUVWXYZ&
123456789

SPECIMEN LETTERING PLATE (REDUCED)

How We Illustrate One Instruction Papers

alphabets suitable for first-class signs and general lettering work, while the practice of the Show-Card Writing student is directed more toward mercantile and display cards. The student who takes up Sign Painting, which is a broad subject, will finally adopt either of the Courses and learn the general principles of letter formation, then you will have no difficulty in adapting yourself to either sign-painting or show-card work.

13

After a student has completed his seventh Plate, he should be able to undertake all kinds of plain show-cards, or simple signs.

The early work of the Complete Lettering and Sign Painting Course is very similar to that of the Show-Card Writing Course. After the first principles are mastered, the instruction and practice of the Lettering and Sign Painting student is turned toward the acquiring of skill in a large variety of

FIG. 52

pages with odd numbers, they should be placed on the right-hand side. Care should be taken to see that the facing pages balance each other and do not look overdone. Where there is only one illustration on a page, avoid placing it below the center. Its best position, particularly if it is a heavy unit of display, is the center of the page or slightly above the center. See Fig. 48. Fig. 7 shows a good way of balancing the display of the page when two illustrations are used.

139. Vignetted Half-Tones in Body Matter.—In very fine catalogs, brochures, and booklets a very artistic effect can be obtained by placing small vignetted half-tones or line cuts in the outside margin and printing the type in a lighter color, allowing the very faint vignette of the cut to extend under the body matter. Vignetted initials are made in the same way, so that the vignette can be partly covered with the type. This gives a very fine cloud effect and adds to the richness of the finished work. In Fig. 54 is shown an example of printing text matter over a portion of the vignette of the illustrations. In following this plan, care should be used to see that no feature of the illustration is covered by body type, otherwise the effect of the illustration may be marred.

140. Tint Effects.—Two-color illustrations are often used on high-grade catalogs and booklets—one color as a background and the other color as the dark tone in which the cut proper is printed. A three-color effect is often secured by cutting out the high lights (partly or wholly white portions) in the tinted plate and thus allowing the white of the paper to show through. Very fine results can be obtained in this style by using light buff, lemon color, very pale green, or pale blue for the tints and double-tone colors for the half-tone portions of the cut.

SPECIAL PAGES

141. Introductory Pages.—In catalogs, etc. the introductory pages usually follow the title; that is, appear on the next right-hand page. The introductory page is generally set very plain, an initial being used if desirable, and the matter

FIG. 53

The Rock Island Ways

THERE are two routes over which Rock Island through trains and cars operate between the East and California.

There is the Southern Route—also called the El Paso Short Line. Of all transcontinental lines this is the line of *easiest altitudes and best grades*—the short, quick route, and at the same time the most southerly. Then there is the Scenic Route via Colorado and Salt Lake City. This is a line of scenic grandeur—every mile a mile of beauty—across the "Backbone of the Continent."

The Rock Island will take you up in Chicago, St. Louis, Kansas City, St. Joseph, Des Moines, Omaha, Minneapolis, and St. Paul and in hundreds of Middle West points not located immediately upon its two overland routes, and land you conveniently and with dispatch at your Pacific Coast destination.

There are two daily Rock Island trains, providing continuous service from Chicago and St. Louis to California over the Southern Route.

There are daily Rock Island through cars from Chicago and St. Louis to Pacific Coast over the Scenic Route.

In addition to providing through transportation facilities over these two superb routes to the Pacific Coast, the Rock Island serves all the intermediate Middle West territory between the Mississippi Valley and the Rocky Mountains, from Minnesota on the north to Louisiana and Texas on the south.

is indented a few picas from the rule border on each side; or, if no border is used, a liberal margin of white space is allowed around the type, to make it attractive and easy to read.

142. Full-Page Indorsements.—If a border is used on pages containing indorsements, the pages should be set in a narrower measure than the text of the booklet and in a semi-bold face of type, such as Cheltenham, Old-Style Antique, etc., so as to give strength and to distinguish them from the body pages. If introductory matter accompanies the indorsement, the introductory matter should be set in a size larger of the same style type as the indorsement. Fig. 55 shows two indorsements made up for a full page of a 6″×9″ circular, the introductory matter being set in 10-point Cheltenham, and the body in 8-point of the same series.

Where a whole page is devoted to a number of small indorsements, they can be set full measure in the same series of type as the body matter, but in a size smaller. If possible, a display heading should be used for each indorsement and each of these headings should be set in upper and lower case of a smaller size of the same style of type used for the main heading. A heading separates the indorsements and shows at a glance what each indorsement represents.

143. Facsimile Letters.—Where it is desirable to show a facsimile of a letter written by some person whose name has advertising value, an entire letter sheet can be reproduced and reduced to any proportionate size by photographic processes, and a line cut then made to suit the particular job in hand. In Fig. 56 is shown a letter that was reduced from an original 8½″×11″ letterhead. This style is sometimes varied by making a cut of the heading and signature and setting the letter in some clean-cut type face.

144. Illustrated Indorsements. — Photographs of indorsers can be used in connection with a full-page indorsement, and the pictures of the indorsers can be placed either at the top or at the side, with a plain border enclosing the page, as shown in Fig. 57. Two colors were used in the original of Fig. 57, the border and illustrations being in black and the

Valuable Opinions

Our Legal Instruction is Complete

Robert T. Miller, LL. D., a prominent member of the Ohio bar, comments as follows on the legal parts of our Banking and Banking Law Course:

Since receiving the books published by the International Correspondence Schools, I have given them the most careful and extensive examination I am capable of, and must confess my surprise and gratification at the worth of their scope and their completeness of detail. I have seen and used scores of so-called "Law Books," many of which have a proper place and usefulness, but this publication is not such a Law Book. It is rather a complete Law Library from which one may derive not only a knowledge of the ordinary forms and processes of the Law as used in general practice, but of what is of far greater value to the business man, a very clear and intelligent idea of the philosophy of the law such as will enable him to determine not only when he needs the services of the barrister but when he may dispense with those of the attorney.

A Canadian Opinion

R. D. McGibbon, K. C., senior member of the noted law firm of McGibbon, Casgrain, Mitchell, and Surveyor, of Montreal, attested as follows regarding the legal features of our Banking and Banking Law Course:

I find that all the required subjects are included in your volumes. I have no hesitation in saying that any diligent student would at the conclusion of his Course have a good, clear, useful acquaintance with the general principles of jurisprudence that prevail over the North American continent. I have examined with care many of the subjects dealt with and find the treatment of them full, intelligent, and satisfactory.

Dealing more particularly with possible readers in Canada and in the Province of Quebec, I see generous and ample reference to the leading authorities usually consulted in the Dominion and in Quebec. While it is true that the Quebec system differs from that in vogue elsewhere in such subjects as real property, marriage covenants, successions, and other kindred topics, attention is drawn to the fact that special provisions in these respects are applicable to the Province of Quebec; therefore, with the knowledge to be gained from a study of your volumes, it would be quite easy for a student to supplement your Course on any given subject.

WM. H. DUNWOODY, PRESIDENT
M. B. KOON, VICE-PRESIDENT
EDWARD W. DECKER, VICE-PRESIDENT

JOSEPH CHAPMAN, JR., CASHIER
FRANK E. HOLTON, ASST. CASHIER
CHAS. W. FARWELL, ASST. CASHIER
R. E. MACGREGOR, ASST. CASHIER

The Northwestern National Bank

CAPITAL $1,000,000
SURPLUS AND PROFITS $500,000

CABLE ADDRESS
NORTHWEST" MINNEAPOLIS

MINNEAPOLIS, MINN.,

Nov. 16,

International Correspondence School,
Scranton, Pa.

Gentlemen:

Replying to your favor of the 13th inst., will say that I have taken great pleasure in looking over your text booke on banking and am pleased to recommend them to any student. The matter in the book is arranged so that a person can get a great deal of information with comparative ease, and the forms used are up-to-date and should be valuable to students.

Yours very truly,

Joseph Chapman Jr

FIG. 56

The Cable Company, Chicago.

Gentlemen:—The Conover Piano which was used for my recital at the Studebaker Theater yesterday was excellent. I greatly admired the tonal qualities and perfection of mechanism of the instrument. It is a pleasure to me to note the remarkable sustaining and blending qualities of the tone of the Conover Piano, which certainly are a great aid and benefit to the singer.

Expressing my warmest thanks, I remain, Sincerely yours

ALOIS BURGSTALLER

The Cable Company, Chicago.

Gentlemen:—Will you please accept my thanks for the Conover Grand Piano furnished me for my recital, also for the excellent Upright Piano, sent to my rooms in the Annex. I greatly admire the tone of your Conover Piano, as it just suits my voice.

Sincerely yours

BOGDA OUMIROFF

The Cable Company, Chicago.

Gentlemen:—The Conover is indeed a wonderful piano, but I did not fully realize it until using the one which you kindly placed at my disposal while in Chicago. The tone is sweet, clear, and very musical. To my knowledge there is no better piano manufactured.

Yours very truly

G. CAMPANARI

FIG. 57

I find your Mariners' Pocketbook full of useful information in condensed form and one that I believe every officer in the Navy will find useful. It is also a useful book for enlisted men, as it contains a large amount of information relating to the naval service.

R. D. Evans

Rear Admiral, U. S. N.
(Retired)

The Mariners' Pocketbook is a notable compilation compressing in a very small space a large amount of useful information and presenting it in a handy form. I am familiar with many books of the class which have been published in Europe, but your Pocketbook certainly deserves a high place in the series.

Very truly yours,

(Signed) WILLIAM H. WHITE,
Formerly Chief Constructor, British Royal Navy

I L T 102C § 18 FIG. 58

ELECTROMAGNETISM: Influence of an Electrified Circuit on a Compass; Magnetic Field of an Electrified Circuit; Relation Between Electric Polarity and Magnetic Polarity; Solenoid; Magnetic Permeability; Review of Magnetic Principles; Electromagnets Illustrated.

ELECTRICAL UNITS: Relation Between Ohm, Volt, and Ampere; Ammeters; Ohm's Law, Ohm, Volt, and Ampere Fully Explained; Microhm; Megohm; Influence of Temperature on Circuits; Temperature Coefficient; Specific Resistance; Rheostats; Wh atstone's Bridge; Voltmeters; Meters and Methods of Using Them; Application of Ohm's Law; Coulomb; Joule; Watt· Kilowatt.

* * * *

Dynamos and Motors

97 Pages, 58 Illustrations

ELECTROMAGNETIC INDUCTION: Illustration; Self-Induction and Mutual Induction; Flow of Current.

PHYSICAL THEORY OF THE DYNAMO: Generation of Voltage; Revolving Coil; Cause of Reversal of Polarity; Commutator and Its Brushes; Illustration of Operation and Effects; Pulsation; Advantages of Many Coils and Commutator of Many Segments; Armature Core and Its Effect in the Magnetic Circuit; Illustration of Armatures of all Types; Explanation of Peculiarities of all Armatures.

ARMATURE REACTIONS: Causes and Effects of Reaction Illustrated and Explained; Counter Torque; Distortion of Magnetic Field.

FIELD MAGNETS: Magneto Dynamos; Separately Excited Dynamos; Magnetizing Force; Magnetic Saturation; Self-Exciting Shunt Dynamos; Building Up; Residual Magnetism; Self-Exciting Series Dynamos; Compound Dynamos; Bipolar Dynamos; Salient and Consequent Poles.

DIRECT-CURRENT DYNAMOS: Multipolar Dynamos; Multiple-Wound Armatures; Multipolar Magnetic Fields; Mechanical Construction of Dynamos in Detail; Frame Armatures; Commutators; Brushes; Brush Holders; Bearings; Driving Mechanism; Pilot Lamp; Constant-Voltage Dynamos; Efficiency; Input; Output; Explanation of all Losses; Methods of Determining Losses; Causes and Effects of Sparking; Prevention of Sparking.

DIRECT-CURRENT MOTORS: Shunt-Wound Motors; Series-Wound Motors; Compound-Wound Motors.

* * * *

Dynamo-Electric Machinery

76 Pages, 38 Illustrations

DIRECT-CURRENT DYNAMOS: Operation of Constant-Current Dynamos: How Constant Current is Maintained Under Varying Voltage; Regulation of Closed-Coil Armatures; Influence of Armature Reaction; Method of Automatic Brush Shifting; Principal Closed-Coil Dynamos; Wood Dynamos; Standard Dynamo; Western Electric Dynamo; Excelsior Dynamo; Ball Dynamo; Illustrations and Explanations; Open-Coil Armatures; Principal Open-Coil Dynamos; Brush Dynamo; Westinghouse Dynamo; Thomson-Houston Dynamo; Output.

DIRECT-CURRENT MOTORS: Principles of Operation; Comparison of Dynamos and Motors; Counter E. M. F.; Torque; Prony Brake; Classes of Motors; Action of Shunt-Wound Motors; Speed Regulation; Series-Wound Motors; Speed Regulation; Differentially Wound Motors; Accumulatively Wound Motors.

AUXILIARY APPARATUS: Starting Rheostats; Shunt-Wound Motor Connections; Process of Motor Starting; Series-Wound Connections; Automatic Switches; Regulating Rheostats; Necessity of Complying With the Fire-Underwriters' Rules When Installing.

METHODS OF REVERSING MOTORS: Armature Reversal; Field Reversal; Reversal of Shunt-Wound Motors; Reversal of Series-Wound Motors: Reversing Switch;

Fig. 59

type in olive. Small "thumb-nail," half-tone cuts of indorsers can be used where a number of indorsements are to appear on a page. These cuts are made either oval or square, from 1 in.×1¼ in. to any size necessary, and can be had either with or without a half-tone background.

In Fig. 58 is shown an example of a special page made up of two testimonials with an appropriate drawn border. Note that one signature shown is reproduced facsimile. This was done to lend authenticity to the testimonials. The plan of reproducing only the signature facsimile is a good one, for reproductions of entire pen-written letters are usually very hard to read.

When an indorsement is crisp and short it can sometimes be used on the outside page of a circular describing a particular feature of an article.

145. Synopses Pages.—In synopses pages and pages of like character, a smaller-sized type than that used for the body matter should be used, and very often such matter can be arranged in two columns. The hanging-indention style is preferable, as it displays the subheads in strong relief and makes it an easy matter to ascertain the subjects treated in each division. Fig. 59 shows a synopsis page taken from a 6″×9″ circular descriptive of a course of instruction in electrical engineering. This kind of matter may seem uninteresting to one having no interest in the subject of electrical engineering, but it gives specific details demanded by many before they part with their money.

COLOR SCHEMES FOR INSIDE PAGES

146. To secure easy and sure reading, the colors used in printing body matter should be such that they will not tire the eye. Without doubt, black is the best general all-around color for the various classes of work, but very artistic and effective results can be obtained by the use of other colors. Extremely light colors of ink, such as pea green, light blue, buff, light gray, etc., should not be used for body matter set in Old-Style Roman or modern Roman, as they are not only weak in appearance but very trying to the eye.

147. Use of Colored Inks for Body Matter.—Generally speaking, strong, dark colors of ink should be used for body matter so as to afford ample contrast between the type and the paper. Chocolate-brown, dark-green, dark-blue, olive, green-black, blue-black, and dark-gray inks can be used to advantage and can be depended on to produce pleasing results. These colors are not so somber as black. In large catalogs and in elaborate two- and three-color designs printed on enameled book paper and in such colors as warm brown, light olive, or gray, very artistic results can be obtained by using a semibold face of type, such as Caslon Bold, Old-Style Antique, Cheltenham, Cheltenham Wide, and faces of similar character in the 10- and 12-point sizes. The additional weight of the semibold type adds the strength necessary for the use of these colors. Light-faced modern and Old-Style Roman should not be printed in these colors, as they will appear light and weak and will be hard to read. Rich browns, green-blacks, and blue-blacks are standard colors for one-color illustrations. Lighter greens give excellent effects where nature scenes are represented. Where, however, such articles as machinery, cut glass, silverware, etc. are to be shown, it is better to print illustrations in black and to use an agreeable contrasting color for the text.

148. Color Combinations.—In pages made up of body matter and rule border, good color combinations can be obtained by using a bright color for the rules and a dark color for the body matter. For example, if the page is to be set in 8-point old-style, leaded or solid, and it is desired to use a green-black or a dark-green ink for the body matter, a 1-point rule run around the page in orange or red ink will give sufficient color for the entire page. Another combination for such a page would be to print the body matter in a dark green and the rule in a bright pea-green. Where the border is printed in color, all rules and ornaments should be printed in the same color, unless, of course, the color used for the border should happen to be too strong. This statement, however, should not be construed as meaning that a great deal of ornamentation is desirable in catalogs, booklets, and folders. Some color spe-

cialists believe in placing the display lines in a bright color and the body matter and rule in the dark color.

Such color combinations as red and green, red and purple, blue and green, and orange and green are extremely hard to handle and should be used only by expert color printers. It is always better to strive for harmony than for glaring contrasts. In Art. **78** is given a suggestive list of good color combinations.

149. Effect of Paper on Color.—The principles already set forth with regard to color combinations for covers and the effect of the color of the paper on the color of the ink printed on it apply also to color combinations on inside pages. For instance, if an India-tint (light-buff) paper is used, a warm-brown or a dark-chocolate-brown ink will be very appropriate for the body matter. A two-color effect for this paper would be a chocolate brown for the body matter and headings and a light buff, orange, or crimson for the rules, provided rules are used.

150. Timeliness of Color.—At various seasons of the year and under special conditions, there are certain colors that are particularly appropriate. For example, either violet or purple would be particularly appropriate for printing a booklet describing an Easter hat, as these colors are typical of Eastertide. For Christmas printed matter, red and green are appropriate, but in this case, as in others, great care should be taken to see that the proper shades are used, so as to avoid harsh, loud effects that would be contrary to the effects desired. Fig. 40 shows an example of a green-tint border used in a booklet describing the fishing places along the line of one of the Western railroads. The green color in this case is typical of nature and the scenes surrounding the lakes and rivers that the book describes and is therefore very appropriate.

151. Tints as Backgrounds for Illustrations. Where the cost of a catalog, a booklet, or a folder will permit the use of two colors for the illustrations, very artistic results can be obtained by printing the illustrations in blue-black, green-black, photo brown, or one of the various double-tone inks, and using a background of a light tint of the same or

some harmonious color. For instance, if the illustration is to be printed in green-black and consists of a square portrait, a very pale green or a buff tint may be used, (1) as a background for the high lights, so that the tint may show through and give a two-color effect in the illustration, different from the color of the paper; (2) as a solid background, allowing not only the high lights but the medium tones also to show through in the tint color; and (3) as a solid border around the outside edge of the illustration from ½ to 1 inch in width, printed in a very light tone of green or buff.

Very artistic effects can sometimes be obtained by using tints and colors under half-tones. For instance, a foundry concern issued a catalog in which a half-tone cut of their works in full operation at night showed the red glare from the windows and from the top of the furnace stacks. This effect was produced by printing a bright-red tint background under a black half-tone and allowing this tint to show through only at the places desired, such as windows, tops of smokestacks, furnace doors, etc., and then cutting out the balance of the red plate so as to make these particular spots appear more realistic.

152. Color in Initials.—Where the border only is printed in color and the color used is a light tint, two-color initials may be very effectively employed to add distinction to the pages. Such initials may be made effective by printing the solid-letter portion of the initial in the light color used on the border and the ornamental portions of the initial in the dark color of the body type, as in the example shown in Fig. 54.

MISCELLANEOUS POINTS

153. If a very large edition of a large catalog is to be printed, the paper manufacturers will make paper to order in special sizes; orders of 1,000 pounds or more can usually be had in any special size wanted. A very slight increase in the weight of paper will sometimes make a difference of 1 or 2 cents in the mailing expense of a catalog. This being the

case, where large editions are to be mailed, it pays to be very careful in the selection of paper to see if a light paper is not available that will answer all purposes and that will save a cent or two in postage on each copy of the catalog. In connection with this, it is well to remember that paper does not run absolutely uniform in weight. One ream may be a trifle heavier than another in spite of the manufacturers' effort to have the weight just right. Therefore, it is never wise to plan a catalog to run exactly to the limit that can be mailed for a certain amount of postage; it is best to have a slight margin.

154. It is best not to print from the originals of fine plates, but to make electrotypes and use these electrotypes for printing. Then when the electrotypes are worn, new ones can be easily made from the original plate at much less cost than new originals could be made. Furthermore, accidents are likely to happen to printing plates. If an electrotype is injured, it is not such a serious matter, as a new plate can be quickly made from the original engraving, but the injury of a fine original plate may mean much delay and expense. Of course, if there are just a few illustrations, the edition is a small one, and it is desirable to get the finest effects, the original cuts may be used.

155. If a large edition of a catalog or a booklet is to be printed, or if it seems likely that later editions will be printed without any material changes, it is best to have electrotypes made of all the pages. In this way, the cost of composition will be saved when these later editions are printed.

Where an edition of several hundred thousand copies of a catalog or a booklet is to be printed, it is best to have duplicate plates. As a general rule, not more than one hundred thousand first-class copies can be printed from one set of plates.

Time and the cost of presswork can often be reduced by having duplicate plates and running two or more sets of pages on one large press. Although the time of the larger press would be worth more than that of the small one, the saving in the cost of presswork would amount to considerable. The printer should always be consulted about these matters.

CATALOGS, BOOKLETS, AND FOLDERS
(PART 2)

PLANNING, WRITING, AND ARRANGING OF MATTER

GENERAL PLAN OF CATALOGS AND BOOKLETS

1. Arrangement.—With the more pretentious catalogs and booklets, it is better to lay out a general plan, which can be varied, of course, if changes seem advisable after the copy has been written and the illustrations prepared. Suppose, for instance, that it is decided to prepare a 32-page catalog. The first of the inside pages might be assigned for a title page, the second page for the copyright notice, the third for the index, the fourth for a fine full-page half-tone of the factory of the manufacturer, and the fifth, sixth, and seventh pages for a strong article on the methods of manufacturing, the excellence of the product, the indispensable character of the product, or some other appropriate matter. Another good illustration could be run on the eighth page. Eighteen pages might be assigned for descriptions and illustrations of the products, the five pages following filled with testimonials of users, and the last page made a "how-to-order" page, including perhaps a guarantee clause, etc.

In catalogs of the kind just described, the first inside page is usually made a title page with very little matter on it, as shown in Fig. 1. Sometimes pages 1 and 2 are left blank and

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page 3—the second right-hand page—becomes the title page. Again, the book may begin with a "foreword," a brief history of the business, or an introductory talk about the product (see

FIG. 1

Fig. 2) on the first, second, and third pages, dispensing entirely with the formal title page. Occasionally, in his desire to get a great deal of matter in a few pages, the writer plunges

Our Standard

"Pure-Fresh-Warm-Air"

IN PRESENTING this catalogue we take the opportunity of assuring our many friends that we have spared no effort to maintain that high standard of excellence upon which the reputation of our goods for economy, durability and efficiency, has been so firmly established.

We invite your careful inspection of the following pages, illustrating our line of Warm Air Furnaces, feeling confident that their many distinctive advantages, both in design and construction, will be readily apparent to you.

We have been manufacturers of high-grade heating apparatus for over sixty years, during which time we have had a wide experience and gained an extensive knowledge of what should, in every respect, constitute a thoroughly efficient furnace. The line of Warm Air Furnaces which we now offer is the result of careful study and exhaustive experiments.

The growth of the Thatcher Furnace Co. has been phenomenal—starting with a small foundry manufacturing only a few furnaces. The popularity of our line has increased to such an extent that, in order to meet this demand, we have been obliged to steadily increase the capacity of our Newark foundry and some years ago we found it necessary to erect a second foundry.

These two foundries equipped with the latest improved machinery specially adapted to the manufacture of furnaces, now enables us to construct thousands of heaters of the same high standard of quality which first gained for us our reputation and success.

We make the best furnaces that can be made—we sell them at a reasonable price—we guarantee them to the utmost limit—and those who desire the best cannot but be impressed by our straightforward claims and the record of the sixty-three years through which "Thatcher" quality has stood the test.

THATCHER FURNACE CO.

FIG. 2

into the subject on the page usually set aside for the title page (see Fig. 3). When space is at a premium, even the inside pages of the cover are used for some feature of the copy that can be separated well from the main body of the catalog.

2. Not only should the work be laid out in detail as to cover, title page, and introductory page, if any, but also as to illustrations, text, testimonials, index, etc., for obviously the amount of straight text to be written depends on the size of the illustrations and the space that other features will take up.

Having decided on the size and number of pages of the catalog or the booklet, the style of cover and cover design, the inside paper and type, and other preliminary matters, it is best to estimate how many pages will be required for certain parts of the circular, how many for others, etc., so that just the right amount of copy may be written. With some classes of printed matter, it is well enough to write the copy first and then cut down or add to the matter, so as to get just the right amount for 16, 32, or more pages, as the case may be. In printed matter where it is extremely difficult in advance to give a head to each page of the dummy, or heads to certain pages, and to keep the matter strictly within the limits assigned, the better plan sometimes is to adopt a running-head style, as in Fig. 4. Then, if a description cannot be made to end on one page, it may be run over to another. Where cuts are used, proofs of all the cuts may be pasted in the best possible arrangement on the various pages, and then the spaces left for body matter calculated carefully so that the right amount of copy may be written for each space.

3. Estimating the Amount of Copy Required.—In Fig. 5 is shown page 2 of the same catalog of which the page shown in Fig. 1 is the title page. Before writing this page, the writer had decided on the style of the book, had laid out the job in dummy form, and had estimated about how many words of matter a page would hold after space had been allowed for the necessary engravings. When any special or unusual type face is to be used, the best way to estimate the number of

The CHEVROLET Eight

The mere statement that the Chevrolet Motor Company would begin the making of a new model is interesting news in itself; but the announcement of a Chevrolet valve-in-head eight will prove of extraordinary interest to motor car enthusiasts everywhere, who have been watching the growth of the eight cylinder movement in this country.

The Chevrolet valve-in-head eight is not merely another eight cylinder model. There is just as much distinction and intensified efficiency in this new car as possessed by the Chevrolet four cylinder types.

The new eight is as outstanding in comparison with other eights on the market as are the four cylinder Chevrolet models.

The Chevrolet eight has not only the best features to be found in other eights, but in addition has many exclusive points of distinction. And hence, from the very beginning, the Chevrolet eight will be able to take an important position among leaders of eight cylinder cars.

The Chevrolet eight will appeal to a class wishing to enjoy the charms of driving an automobile in which the motor does not lapse in its power impulses, but furnishes a driving force as constant as the flow of Niagara.

You may rest assured that we satisfied ourselves as to the merits of the eight before announcing it.

In strenuous tests over every conceivable road, the car proved that it has the necessary stamina for any road condition.

Never did the machine hesitate.

Never for a minute did the power wane.

On all trips the mechanism responded readily. For thousands of miles in sand and clay, rain and mud,

FIG. 3

The Telegraph Gets Results

Telegraphic replies to inquiries get the business before your competitors are heard from

On Sept. 14th we sent through your office nine Night Letters to prospective purchasers of our goods from whom we had received inquiries I am pleased to advise that out of nine prospects, we received favorable returns from eight, and I wish to express my satisfaction with the service rendered

"It is our intention to use this service from time to time, for we feel confident it is one of the best ways of presenting ourselves to the trade to secure the quickest and best result."

HART & CROUSE CO
Washington, D C *By Eastern Sales Manager*

* * * *

Opportunities of this sort occur frequently

On the occasion of a County School Teachers' Convention, held at Jackson, Miss , the S. J. Johnson Co. sent a telegram to each of the 178 teachers in attendance, announcing a special Ladies' Ready-to-wear Sale, and inviting them to their store. The telegram also called attention to the store's advertisement in the daily papers, and solicited the mail-order business of the visitors after their return home. The following is taken from a letter from the Johnson Co.

"We have never had such prompt results from any form of advertising. We know that at least 50% of the teachers that received one of our messages visited our store that day, for they mentioned the fact that they had received the telegram. No doubt even a greater percentage came Since that and find that we have received orders from over half

FIG. 4

words required is to get some printed matter that has been set up in the type desired, measure off on it the size of the page, and make a count of the words; or count half a dozen lines and get an average.

It is a good plan to know how to estimate the amount of copy if you cannot procure a page of matter set in the right size and style of type. In such a case the average number of words can be taken on a page of Old-Style Roman and a larger or smaller amount of reading matter allowed for the page to be set in the special type according to whether that type is more extended or more condensed than Old-Style Roman. In the case of Cheltenham, a rather condensed type, about 20 per cent. more reading matter should be allowed than would be necessary for the Old-Style-Roman page.

Of course, no writer can prepare his copy so that it will always fill the assigned space exactly, but after a little experience he will be able to come within a few lines of the right amount on most pages and strike it just right on many. When he gets the first proof of the set copy, he can cut out a line or so somewhere if the matter overruns the alloted space; or, if it runs short and no more matter can be added without making the language seem "padded," perhaps an extra subhead can be inserted between the two paragraphs to take up the shortage, provided the pages are set in a style in which subheads are placed between paragraphs.

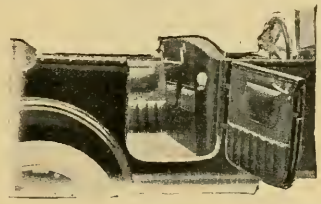
4. Failure to follow some such system as that which has just been outlined will result in too much or too little matter being prepared for certain parts of a catalog, and this will mean extra labor, time, and expense. In Fig. 5, for instance, if the writer had written 50 words more, the matter could not possibly have been used on this page, and, as the following page was devoted to a different branch of the subject, none of it could have been carried over. The writer would have had to "kill" 50 words somewhere.

It often happens that the treatment of one subject will cover a number of pages, but the number of pages that will be devoted to a subject should be determined in advance and the

Battery and tool compartments are neatly concealed beneath the dust shield, alongside the running boards—but immediately accessible. The simplicity of the windshields is most pleasing. No unsightly stay-rods are required to hold them in position. They are all of the clear vision, ventilating type.

A rim-lock tire carrier with capacity for two spare tires is located at the rear. You enter the car and alight from it through doors of liberal dimensions.

Door handles are easy of action and so designed that they are not apt to catch the clothing.



The wide tonneau doors, the auxiliary seats neatly concealed, and the electric light which illuminates the entrance

Entrance to the driver's seat is facilitated by the hinged steering wheel which swings downward, but is held securely when driving.

As you enter the car you are impressed with the roominess of the interior arrangement. The simple luxury of the appointments is inviting.

Cadillac upholstery is truly a revelation. It represents the most advanced developments in thorough comfort-giving qualities. The covering material is plaited over specially designed deep coil springs. Extreme inequalities of the road are reduced in their effects to the lowest minimum, while minor inequalities are lost in its soft resilience. The entire construction is conducive to the very acme of seating luxury.

The seats of open cars are luxuriously upholstered in selected full hides of hand-buffed black leather.

Enclosed cars are upholstered in first quality selected fabrics, furnished in a variety of patterns.

Auxiliary seats—in cars so equipped—fold snugly into compartments, out of the way when not in service. This feature is in marked contrast with the cumbersome type which fold against the tonneau sides and interfere with passengers' comfort and convenience.

There are pockets in the doors to care for parcels.

In every detail there is striking evidence of the care and forethought to provide every comfort, convenience and facility which the most exacting could demand.

And, as you relax and rest from the strain and fatigue which motoring may heretofore have imposed, you appreciate more and more the delight and inexpressible charm of owning and driving a Cadillac.

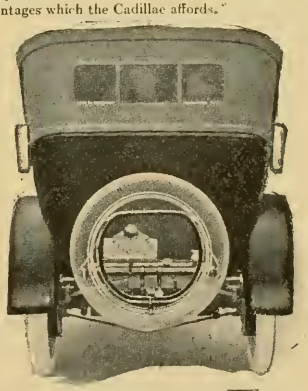
The Cadillac Clientele

THE Cadillac has always been regarded as a car apart—a car in a class by itself. Today it is in a World of its own.

Each year sees the Cadillac become more and more the car which is bought, not because its price is what it is, but because of what the car itself is—and because of what it does.

It is the choice of the buyer who can easily afford any car, no matter what its price, but who recognizes the advantages of Cadillac ownership and who realizes that he cannot obtain the same advantages in any other car, no matter what price he pays.

It is likewise the choice of the buyer who would prefer to pay less for a car but who also realizes that only in a Cadillac is it possible to obtain the advantages which the Cadillac affords.



Rear of Seven Passenger Car, showing spring suspension, license bracket and rim-lock tire carrier. There is capacity for two tires

FIG. 5

writer should endeavor to prepare just the required amount of matter. Where there is some doubt as to how an article intended to cover several pages will run out, it is a good idea to furnish with the copy some optional paragraphs; that is, paragraphs that may be used if they are required to fill a space or may be left out if they are not needed. In such cases, a memorandum should be written near the optional matter, making it clear to the printer that he may or may not use it, according to the need.

5. Some catalogs and booklets are prepared on the loose plan of going ahead and writing as much matter as the various subjects seem to require, and having it set without estimating or having any regard as to how many pages any particular subject may require. When this is done the only way the pages can be made up well is to let the matter run along in a plain style, without page heads, or to adopt a running-head style. Even then there is danger that copy written up for a 48-page circular will make 52 pages, which will necessitate either killing four pages of the composition and bringing the number back to 48 pages, or supplying more matter and bringing the number up to 56 pages, a multiple of 8. Besides, the running-head-title style is not suitable where it is desired to make certain features of the catalog prominent.

6. There are catalogs sent out with pages partly filled with text matter and partly blank, but such arrangements, unless artistically treated, are commonplace, and lack the pleasing symmetry of the circular with pages uniform as to the amount of matter on them. This criticism does not apply to pages containing special display features; these are not always expected to be uniform with other pages. A final page of a circular with a little blank space left does not necessarily present a poor appearance. Sometimes, it is better to leave a half page blank at the end of a circular than to put in matter that is obviously of a padded nature, but, as a rule, blank parts of text pages in the other parts of a circular should be avoided. When blank parts do occur through inability to estimate the amount of matter accurately, and enough appropriate matter

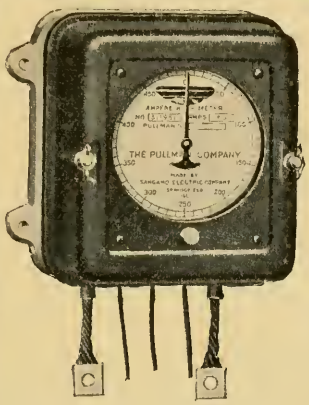


Figure 23. Sangamo auto base amperehour meter with variable resistor, as built for the Pullman Company.

Under such conditions, a plain four circle integrating dial as used on most watthour meters may be employed, this dial giving the total readings in amperehours of input or output over any period from the preceding reading.

Totalizing Duplex Dial

A type of dial originally developed for use on meters installed with batteries on head end railway train lighting equipment is the duplex type shown in Fig. 21. This dial has two sets of integrating circles; one for total charge and the other for total discharge, each set of gears having a detent arrangement on the first driving gear so that only one set of circles is registering at one time. This type of train may be applied with a meter in circuit where the reversals of current are *not* at frequent intervals; that is, where there are long periods of discharge succeeded by complete cycles of charge, but cannot be employed with meters on floating batteries or in other cases where there are short cycles of discharge and charge, such as axle generator service.

Commercial Applications of Amperehour Meters

In order to operate a battery efficiently and get good service from it, it is necessary to control the charge and discharge as accurately and intelligently as possible.

With the lead battery the state of charge may be accurately determined by measuring the specific gravity of the electrolyte. There is also a change in voltage with the state of charge that indicates when the battery is fully charged and also when it is fully discharged. However, the voltmeter method of determining the state of charge of a battery is not reliable since the voltage depends upon a number of variable factors. The ordinary user of a battery is unable to use a voltmeter with any degree of assurance.

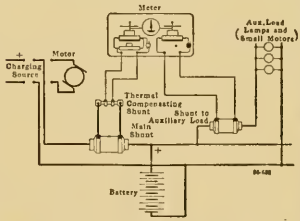


Figure 24. Diagram of Circuits. Sangamo Duplex Element Amperehour Meter.

FIG. 6

cannot be written to fill them, sometimes an illustration or a trade-mark can be inserted.

7. Estimating Copy for Illustrated Pages.—The size of the cuts should be decided on first in order to learn approximately how much space they will take up and how much room will be left for text, because printers will charge extra if they must set additional matter after the first proof is submitted. However, it is usually necessary to cut out or add a line or two on some pages of a first proof, no matter how careful the writer may be. It will simplify the work for both the writer and the printer if the exact shape and size of the cut is drawn on the page of the dummy on which the cut is to be used. If the cut is not rectangular, but is of irregular shape, it is advisable to show the irregular shape. This can be done easily by placing the cut on the page in its proper position and drawing a line around it.

8. Handling of Illustrated Features.—It is in illustrated catalogs, booklets, and folders that the writer will have opportunity to use his best judgment about good effects in printing. Fig. 6 shows a difficult problem. The balancing of both a light line cut and a half-tone with its heavier weight of color along with the copy is something that requires considerable practice in planning. This problem comes up often in catalogs that are highly technical, where both the machine and a diagram of its workings require a showing on the same page. Fig. 6 would have been improved if the half-tone had been reduced in size a little and surrounded with more white space.

LAYING OUT THE JOB

MAKING UP A DUMMY

9. The ability to lay out a dummy neatly will often make it possible for the advertisement writer to get an order that he would otherwise lose. If he will use a dummy showing the cover stock and inside paper, and then paste in clipped illustrations of a character something like those to be prepared,

letter in the headings of the various sections of text, and draw the borders in the colors that will be used in printing, the advertiser can form a good idea of how attractive the finished work will be.

If the writer goes to the printer first, the printer can have dummies (blank paper bound in style of the finished book) made up of one or more qualities of paper and cover and in a size that will cut without undue waste. The printer can also lay out a page showing the best effect that he can produce. An experienced writer may have the best ideas and may be able to suggest a better style of page, type, cover, and inside paper than can a printer without a good knowledge of the kind of work wanted, but it is always best to give the printer a chance to recommend and make up a dummy of the paper that is readily available. The dummies that the printers make up are very convenient for planning copy and for showing the advertiser the style contemplated. Where printers receive work regularly from an advertisement writer, they are willing to keep him supplied with dummies, free of charge.

10. Outfit for Preparing Dummies.—It is an excellent idea for the advertisement writer to have a box of water colors, bottles of red ink and black India ink, and a few brushes to assist him in getting up color effects. He should take care of all the pieces of attractive cover and other papers that he gets. A great many covers of catalogs are printed on one side only, and by reversing such covers they can be used in making up dummies for advertisers. It is also an admirable plan to keep a scrap book in which to paste pieces of printed matter that show good color combinations, typographical styles, etc.; such a book will prove a valuable guide and will perhaps save much costly experimenting. The sample books that paper concerns send out afford many fine examples of good color effects.

MAKING PAGE LAYOUTS

11. In order that the writer may make his ideas clear to the printer, he should perfect himself in the making of layouts, for by means of these he can determine very closely

what the finished work will look like and also insure securing the reproduction of his ideas in type. Great care should be exercised in the preparation of layouts, as a very slight mistake, such as writing the size of the body type wrong, might necessitate the resetting of the whole job.

Before making a layout, it is necessary to determine the size of both the cover and the inside pages. If a dummy has been made, these details will have been fixed.

Sometimes it is advisable to have the cover lap the inside pages ¼ inch or more; this style is widely used for high-grade booklets. This is a little more costly than when same dimensions are used.

12. Layout for a Catalog.—The various steps in making a layout will be made clear by illustrating the plan of a layout for a 5½″×7″, 16-page catalog advertising carpets and rugs, the cover of which is to be printed from type on antique cover stock, in bright-brown and green-black inks, while the inside pages are to be white antique book stock, printed in the same colors as the cover.

13. Cover.—The first step is to lay out the cover design carefully on a layout sheet cut to the proper size and then paste this on the dummy, taking care to allow generous margins. In Fig. 7 is shown a layout that could be used for the cover of this catalog. This production is only half as wide and half as high as the original, and the outside lines are merely to show the size of the page. Note the simplicity of the design and the fact that only the name of the article is in color. Another good color scheme for the design would be to put only the rules or the ornament in color, with the remainder—that is, the type lines—in the green-black. Note that in Fig. 7 the design occupies only a small portion of the page.

14. Title Page.—In Fig. 8 is shown a layout for a title page of this same catalog. Note the simplicity of design, the generous use of white space, and that the setting is entirely in upper and lower case. Fig. 8 is only half the length and width of the original layout. The outside lines are merely to

CARPETS
AND RUGS
11 picas
JOHN WATSON & SON
126 SPRUCE ST., SCRANTON

FIG. 7

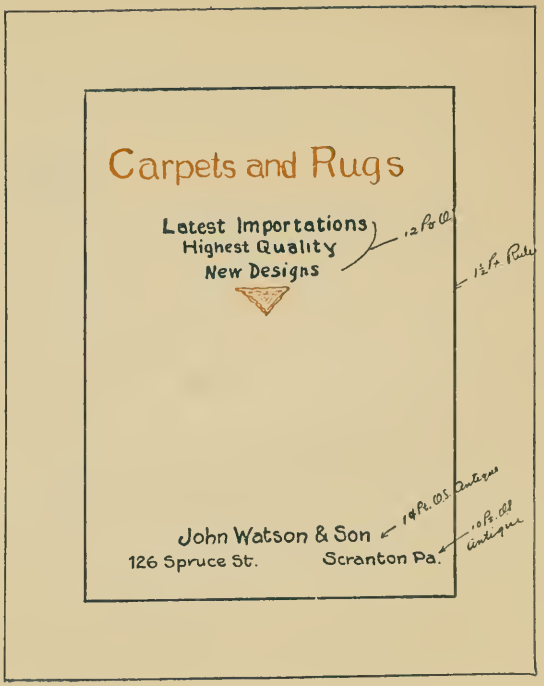

Carpets and Rugs
Latest Importations
Highest Quality
New Designs
John Watson & Son
126 Spruce St.
Scranton Pa.

FIG. 8

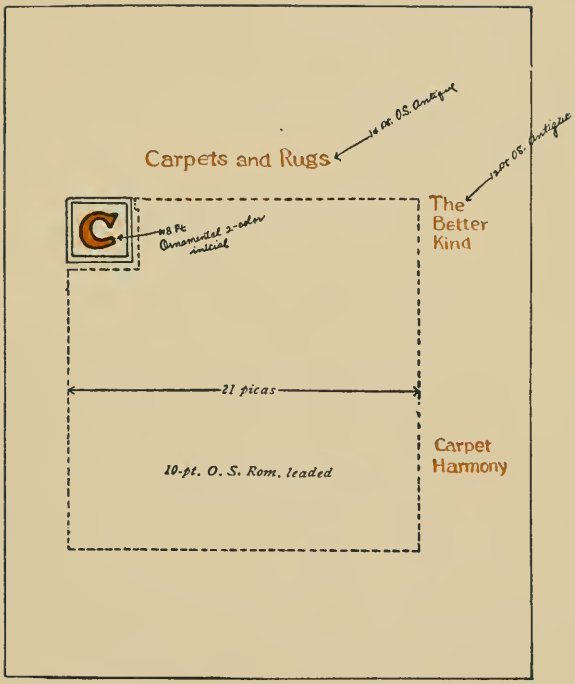

14 pt. O.S. Antique
Carpets and Rugs
12 pt. O.S. Antique
The
Better
Kind
#8 Pt
Ornamental 2-color
initial
21 picas
Carpet
Harmony
10-pt. O. S. Rom. leaded

FIG. 9

show the boundaries of the page. The same is also true of Figs. 9, 10, 11, and 12.

15. Body Pages.—In Fig. 9 is shown the layout of the first page of body matter with the head "sunk" 4 picas; that is, placed 4 picas lower than the beginning of the other pages of body matter. The first paragraph is started with an ornamental initial in two colors, the letter being in bright brown and the ornamental portions in green-black. This is to be page 3 of the catalog, the idea being to leave page 2 blank.

Fig. 10 shows the layout of two facing pages of the regular body matter of the catalog properly margined and laid out for the printer. As the booklet is to be printed on white antique stock, Old-Style Roman type will be appropriate for the body matter and Old-Style Antique for the headings and subheadings. To make the body pages easy to read, they will be set 21 picas wide, allowing ample margins all around, and especially wide margins at the outside and bottom.

It will be seen by referring to Fig. 10 that the subheadings of this catalog are to be set in the margins. These are placed outside the first line of the paragraph dealing with the subject mentioned in the subheading, with about 12 points of space between the side of the body matter and the subheading. The headings are to be squared on the body-matter side; that is, on the left-hand page, the subheading will be flush on the right-hand side and irregular on the left-hand side, while on the right-hand pages the subheading will be squared on the left-hand side and irregular on the right-hand side.

All text pages of this catalog are to have a running head set in 8-point caps. This head is to be centered in the measure, and underscored by a light rule, as shown in Fig. 10. This style gives uniformity to pages without page headings. The layout shows the method of marking the size of type and measure, and will be easily understood by the printer.

Figs. 11 and 12 show how the cover page and the title page of this catalog job look when set up.

16. Remarks on Layouts.—These layouts, one for the cover, one for the title page, one for the introductory page,

and one showing the desired arrangement for the regular body pages, are ordinarily enough to convey the writer's ideas to the printer. But if some special arrangements are desired for other pages, additional layouts should be made.

If the laid-out work is to be submitted to an advertiser for critical inspection, it is well to wait until he has passed on it before writing in the directions about type, etc. In such a case, it would be advisable to make the cover layout on the cover page of the dummy, so that the advertiser can see how the colors of the inks harmonize with the cover stock. The other layouts could be made on layout sheets first and then pasted in the dummy. If the dummy is not to be shown to any one for critical inspection, directions about type, etc. may as well be written on the sheets at once.

FOLDERS

17. General Plan.—The general plan outlined for catalogs and booklets applies in part to folders, because many folders are simply brief catalogs or booklets.

For instance: a folder of two, four, six, or eight pages may be used to describe one or two articles in the same way as a catalog would be used to describe a large number of the same kind of articles. A short essay of a few pages can be put on a folder or a longer essay put into a booklet with more illustrations and perhaps some testimonials.

The first thing to do when planning a folder is to decide how, when, and where it is to be used.

The answers to these three questions will determine the size, how many colors are necessary, and whether special illustrations, special shapes, or special folds can be used.

18. Size of Folders.—Package folders are usually of a size that will fit the package either flat or folded. Folders for use with correspondence (known as inserts) or hand-out folders for distribution by dealers are made in multiples of pages which are $3\frac{3}{8}$ in.$\times$6 in. in size, in order to fit, either flat or with one or more folds, a No. $6\frac{3}{4}$ envelope.

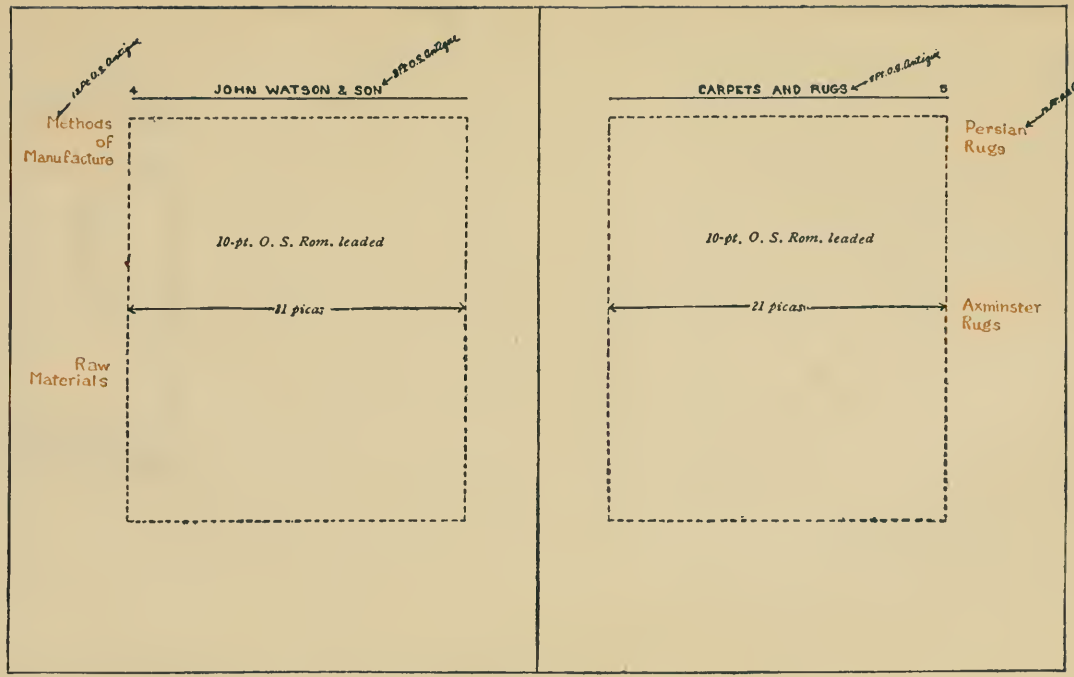

4
JOHN WATSON & SON
Methods of Manufacture
10-pt. O. S. Rom. leaded
11 picas
Raw Materials
CARPETS AND RUGS
5
Persian Rugs
10-pt. O. S. Rom. leaded
21 picas
Axminster Rugs

FIG. 10

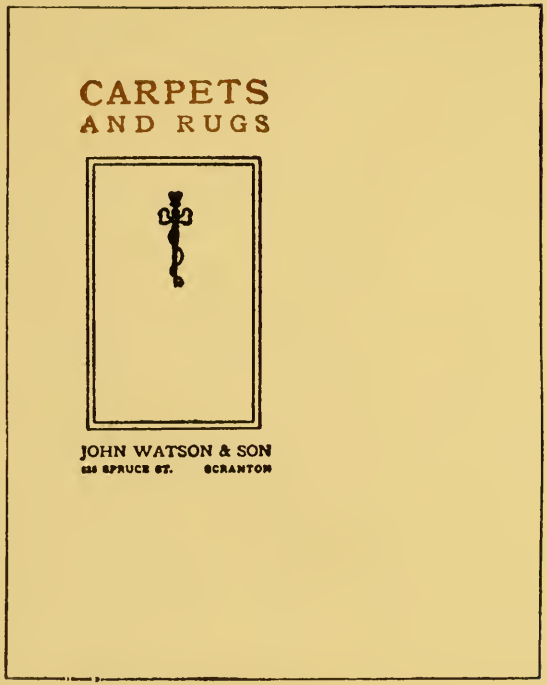

CARPETS
AND RUGS
JOHN WATSON & SON
126 SPRUCE ST. SCRANTON

FIG. 11

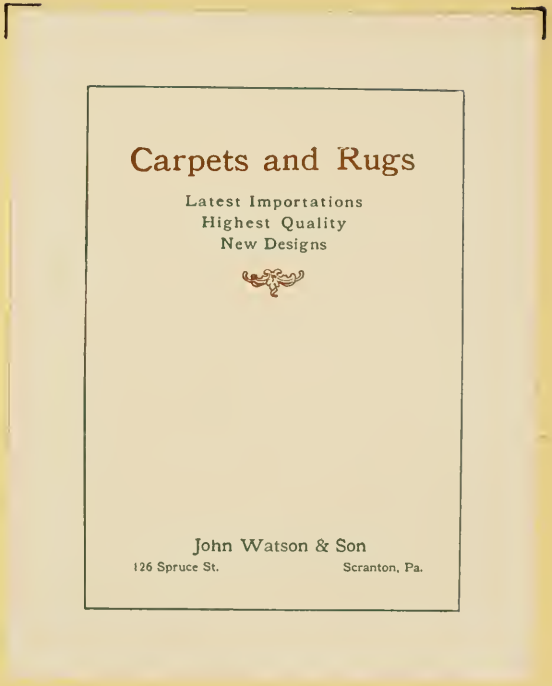

Carpets and Rugs
Latest Importations
Highest Quality
New Designs
John Watson & Son
126 Spruce St. Scranton, Pa.

FIG. 12

Folders that sell direct by mail or folders sent through the mails to precede or follow salesmen are made to a size that will best fit the subject and cut without waste from standard-size papers or cardboards.

19. Small mailing folders often have a post card as a part of the folder, to be torn off and returned by the recipient. In that case it is necessary that the folder itself be made of cardboard that has at least the thickness of the regulation government postal card.

Where half-tones are used it is imperative that the cardboard have a coated surface.

It is also necessary to have a coated cardboard that folds without breaking.

One paper that meets these three necessary requirements of the stock to be used on small mailing folders is specified as 22½″ ×28½″—160-pound Folding Translucent. Instead of 160 pounds to the ream, this stock is sometimes known as 3½-ply. It is made in white and many colors. Samples can be obtained from most paper dealers.

As the size of the full sheet is 22½ in.×28½ in., the most widely used sizes of small mailing folders are 5½ in.×14 in. and 7 in.×11 in. (which cut eight out of a full sheet), and 8½ in.×11 in. and 7¼ in.×14 in. (which cut six out of a full sheet).

Mailing cards that are not intended to fold should be on a heavier cardboard either of a coated or uncoated surface, depending on the kind of cuts used.

This heavy cardboard is known as Printers' Blank, and is made from 4-ply up. 6-, 8-, and 10-ply are the thicknesses most used.

This stock can be had uncoated, coated on one side, or coated on both sides. Colors in heavy-weight cardboard are very difficult to obtain, and when obtained are not very satisfactory. It is better to use white stock and print a tint block of the color desired on the white stock. Of course, on large orders the paper mills will make the stock of the color desired if the advertiser can wait from 3 to 6 weeks for delivery.

20. Large mailing folders should be made of a size that cuts to good advantage from standard enameled or S. & S. C. book papers, because practically all of these folders use half-tones to show the goods, and these require a smooth surface.

The most generally used sizes are 19 in.×24 in. (which cuts two out of a sheet 25 in.×38 in.) and 16 in.×22 in. (which cuts four out of a sheet 32 in.×44 in). Of course the full 25″×38″ sheet can also be used if the space is desired to tell the story or the idea behind the plan is to suggest bigness.

21. Extra Colors.—To get attention, mailing folders should ususally be in two colors at least, one dark color and one bright (or light) color. Black alone, or any one color, is, as a rule, too commonplace in present-day advertising. Usually two colors are sufficient, except where a good showing of the product or article requires the use of more.

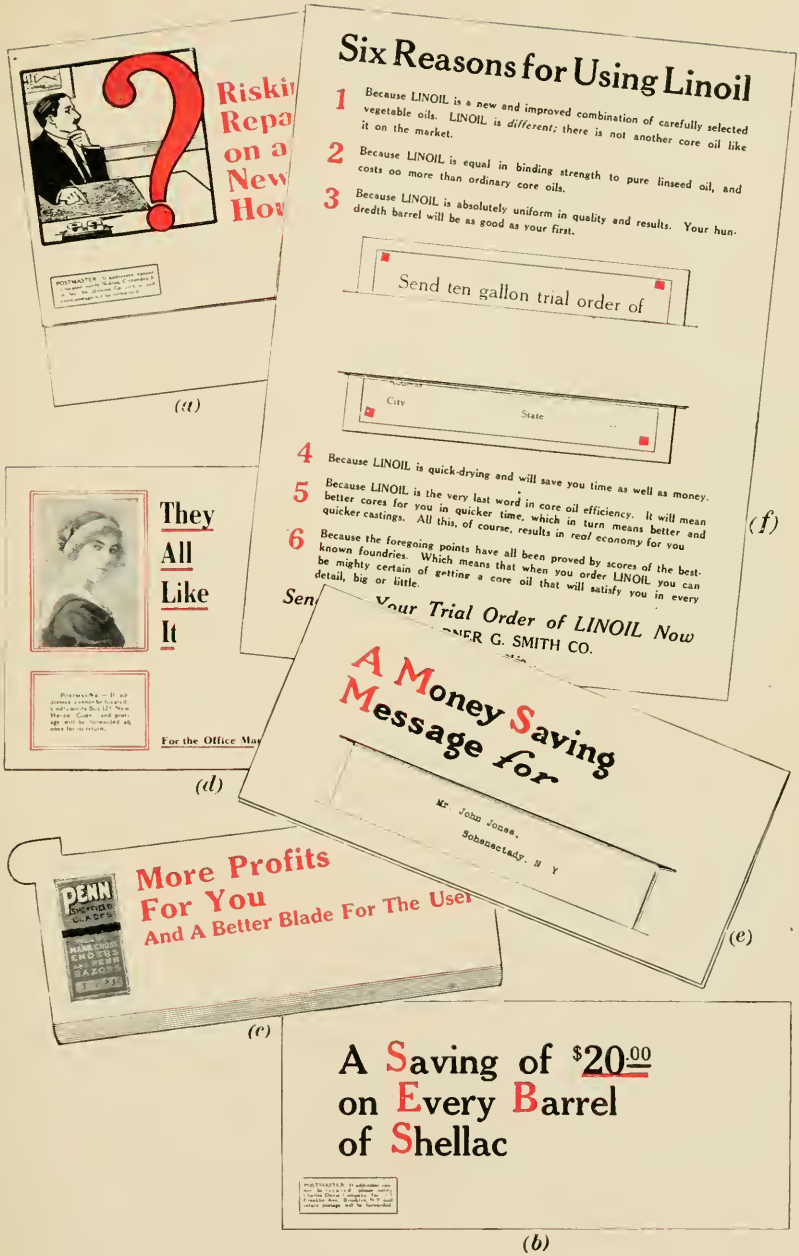
Fig. 13 shows various forms and designs of folders. Fig. 14 (*a*) shows an attractive folder as folded to mail; Fig. 14 (*b*) shows the same with one fold open, and view (*c*) shows the folder entirely unfolded. The size of this folder was 8½ in.×11 in. when flat.

22. Special illustrations should be used wherever possible for the front of mailing folders. The illustration should be in keeping with and reinforce the message in the headlines on the front of the folder.

Stock cuts, which illustrate general phrases, and are sold by concerns that make a specialty of preparing them for small advertisers, are very good when it is a question of keeping down the expense.

It is much better, however, to have special drawings made. A folder has more character when the headlines are not strained to meet a general cut. Compare Fig. 13 (*a*) with Fig. 14 (*a*).

Sometimes it is better not to use any picture whatever on the outside of the folder. The message in Fig. 13 (*b*) would not be improved by the use of either a special cut or a stock cut.


Six Reasons for Using Linoil
1 Because LINOIL is a new and improved combination of carefully selected vegetable oils. LINOIL is different; there is not another core oil like it on the market.
2 Because LINOIL is equal in binding strength to pure linseed oil, and costs 00 more than ordinary core oils.
3 Because LINOIL is absolutely uniform in quality and results. Your hundredth barrel will be as good as your first.
Send ten gallon trial order of
City
State
4 Because LINOIL is quick-drying and will save you time as well as money.
5 Because LINOIL is the very last word in core oil efficiency. It will mean better cores for you in quicker time, which in turn means better and quicker castings. All this, of course, results in real economy for you
6 Because the foregoing points have all been proved by scores of the best-known foundries. Which means that when you order LINOIL you can be mighty certain of getting a core oil that will satisfy you in every detail, big or little.
Your Trial Order of LINOIL Now
R G. SMITH CO.
(f)
They All Like It
For the Office Mar
(d)
A Money Saving Message for
Mr. John Jones,
Schenectady, N Y
(e)
More Profits For You
And A Better Blade For The User
PENN
(c)
A Saving of $20.00 on Every Barrel of Shellac
(b)

(a)

FIG. 13

Every Architect Should Have
This Book of Reference
Sent FREE on Application

(*a*)

Connecticut
TELEPHONES
FOR
INTERIOR USE
Some Of The Things That
It Contains
Battery and cable specifications.
Wiring Diagrams and complete descriptions of interior telephone systems for factories, public buildings, apartment houses, residences, etc.
A complete and separate book of wiring specifications.
Valuable information about electric reset annunciators, push button and other electrical specialties, break-glass fire alarm stations, etc
Not Merely A Catalog But A Book Full of
Valuable Data and Information
In this new Connecticut Catalog No. 24, just off the press, we have incorporated a large amount of
One of
Our Regular
Vestibule
Telephone
Sets
Check and Mail This Post Card

(*b*)

FIG. 14

23. Special Shapes.—Advertising men are often called upon to get up circulars and folders in odd shapes. The advertiser will want something the shape of his package or trademark, or something not built at right angles.

Circles, octagons, diamonds, ovals, etc. are very attractive, but they are very difficult to produce even by the best of printers, and almost impossible to secure except in metropolitan papers.

Some advertisers have used round booklets and folders printed by high-grade printers, with the result that only a very few copies were really properly cut out.

Fig. 13 (*c*) shows a mailing card cut to the shape of the product. This card was produced in New York City, where there are several companies that make a specialty of making any kind of die for cutting out such work. This die is made from brass, molded to the proper shape and then sharpened on the edges.

Steel rule is sometimes curved and cut for special shapes by the printer and then the cards are cut out by the steel rule design. But where sharp corners are desired a brass die must usually be made.

In the original of Fig. 13 (*d*) the young lady's picture is a part of the second page, and an opening is cut in the first page to make the reader more curious to see the rest of the picture, which shows the young lady using a typewriter—the product advertised.

Such square designs can readily be produced by using steel rules, which will be found in the equipment of nearly all printers.

Any irregular design should not be planned until the advertising man has taken up the matter with either his local printer or some printer in one of the larger cities, and is sure that he can obtain the die for cutting the design. It is well, too, to consider whether the cost is justified.

When planning cut-out designs the advertising man must make the size smaller than the size which cuts to advantage from the stock, because the printer must have room beyond the design to handle the cutting.

24. Special Folds.—Fig. 14 (*a*) and (*b*) and Fig. 14 (*c*) show a mailing folder which folds so that the name which carries the entire circular is sure to be on the post card when it is returned. Fig. 13 (*a*) also shows this same idea but on a smaller folder.

This kind of fold does not require any special or slower work on the part of people who do the folding or the printing.

Fig. 13 (*e*) shows a lock fold with self-addressed postal. This flap end is die cut with steel rule, and in the folding the point is run through the slot, which is also cut with steel rule.

This style fold will usually hold the entire folder intact while going through the mails.

Fig. 13 (*f*) shows another method of folding. It is the same as Fig. 14 (*c*) with the exception that the post card is separate and inserted between two straight slits so that only the name and address on the post card show on the front of the mail piece. As the cutting is straight lines with steel rules, it can be done by almost any printer. The folds shown in Fig. 13 (*e*) and (*f*) are used where a strong appeal is made to return the card.

MAKING FOLDER LAYOUTS

25. The methods followed for laying out booklets and catalogs can also be used for folders to be used in packages, for counter distribution, or for correspondence inserts.

In making layouts for mailing folders, the advertising man must be careful in estimating the amount of copy for each section of the folder, because the size and position of the display lines and pictures is important and they must be logically arranged for the best selling force. Also, the colors must be chosen and placed with the idea of strength as well as good taste.

Fig. 15 (*a*) shows the layout for the front fold of the mailing folder shown completed in Fig. 14, which was issued primarily to interest architects to the extent of making them ask for a new catalog.

Note in the second fold [Fig. 15 (*b*)] it will be seen that the address used to carry the folder is the same one that shows

Some Of The Things That It Contains

Battery and cable specifications.

Wiring Diagrams and complete descriptions of interior telephone systems for factories, public buildings, apartment houses, residences, etc.

A complete and separate book of wiring specifications.

Valuable information about electric reset annunciators, push button and other electrical specialties, break-glass fire alarm stations, etc.

Not Merely A Catalog But A Book Full of Valuable Data and Information

In this new Connecticut Catalog No. 24, just off the press, we have incorporated a large amount of information of special value to architects—in order to make it a book of reference. It is more than a mere catalog of Connecticut interior telephones and electrical products, which are fully described and illustrated in the book. Write for this book. It will be mailed free to any architect who checks, signs and mails to us the post card attached below. Do this now, lest you overlook the matter later.

CONNECTICUT

Cordless Vestibule Sets

Here's a vestibule set that's an innovation—nothing else like it on the market. It fits flush with the wall, has no receivers, transmitters, cords or hooks projecting—nothing to be broken, stolen or get out of order. The neatest and most convenient vestibule set ever designed for apartment houses.

Patent Applied For

"Push Button—Then Talk"

That's all you need do. Push the button, wait till you hear the answer—then talk toward the perforated sound opening. You need not stand close—you can even stand ten feet away and your voice will be heard perfectly at the other end.

This cordless vestibule set is but one of many Connecticut features which we have put in the market ahead of the times in our twenty years of manufacturing experience.

Connecticut goods are quality products, specified by leading architects everywhere. Get acquainted. Send for the new Catalog today.

Connecticut Telephone & Electric **Company, Inc.**
Meriden, Conn.

POST CARD

PLACE STAMP HERE

Connecticut TELEPHONE & ELECTRIC Company, Inc.

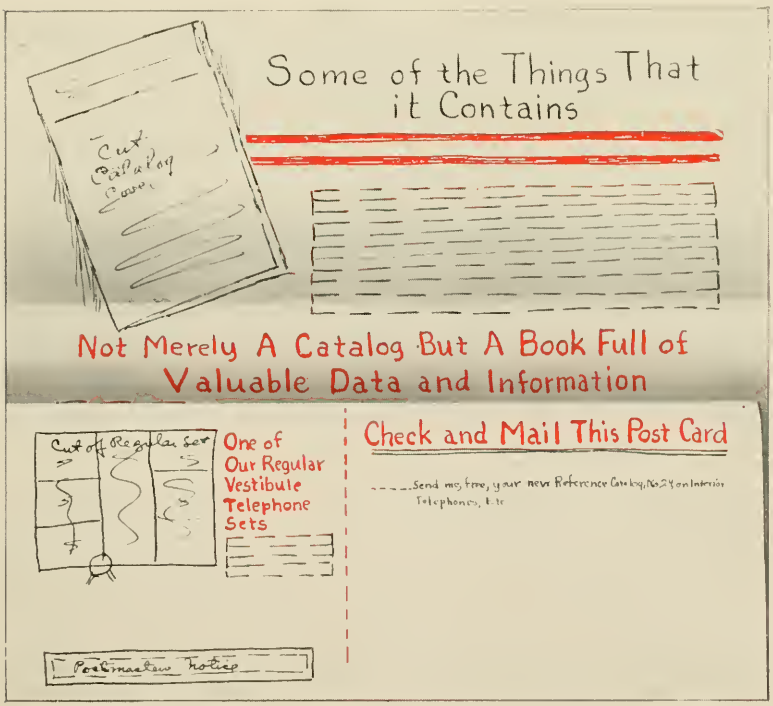
MERIDEN, CONN.

(c)

FIG. 14

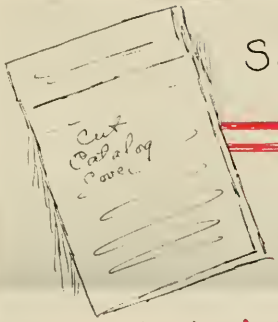
Cut of Catalog Cover
Every Architect Should Have This Book of Reference Sent FREE on Application
Postmaster Notice

(*a*)


Cut Catalog Cover
Some of the Things That it Contains
Not Merely A Catalog But A Book Full of Valuable Data and Information
Cut of Regular Set
One of Our Regular Vestibule Telephone Sets
Check and Mail This Post Card
Send me, free, your new Reference Catalog, No. 2 on Interior Telephones, Etc.
Postmaster Notice

(*b*)

FIG. 15

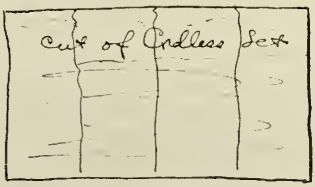


Some of the Things That it Contains

Not Merely A Catalog But A Book Full of Valuable Data and Information

CONNECTICUT

Cordless Vestibule Sets



Patent Applied For

"Push Button–Then Talk"

Connecticut Telephone & Electric Company, Inc.
Meriden, Conn.

POST CARD

PLACE STAMP HERE

Connecticut TELEPHONE & ELECTRIC Company, Inc.

MERIDEN, CONN.

(c)

FIG. 15

the manufacturer who returned the card. This is a feature of folding that makes impossible the return of cards without being signed. It also makes it easier for the prospect to return, as the card is already signed.

The headlines of the inside spread of this folder [Fig. 15 (*c*)] tell the entire story in such a manner as to create a desire for further reading.

The principal idea in laying out mailing folders is to use heavy display lines, and medium or light type faces for the reading matter. This gives contrast; and if the headings contain a real message the contrast will force a reading and get action.

Do not be too explicit in giving instructions to printers on mailing folders. Pick out a bold type and a light type and give blanket instructions such as "Use Cheltenham Wide for body and Cheltenham Bold for display." This avoids arbitrary sizes that are difficult to estimate correctly.

SEEKING COOPERATION OF PRINTER

26. With a general idea of what he requires in the way of printed matter to accomplish a given purpose, the writer of a catalog, booklet, or folder should seek a first-class printer and enlist his aid in deciding the details of paper, typography, color scheme, etc. For high-grade work a high-grade printer should be consulted, even if it means having the work done in some other city than that in which the writer is located.

If the writer undertakes unaided to decide about the size of the catalog or booklet he wants, the kind of paper, etc., he may find when his copy has been written and he is ready to have the job printed that his plans will have to be changed entirely. There are a great many details connected with the printing of the various grades, sizes, and weights of paper with which no one can possibly become conversant without years of practical experience. For instance, there are many grades of enameled stock, supercalendered stock, antique stock, plate-finish stock, and wove and laid antique stocks, each one

of which is available for distinctive classes of work. It may be that the writer would select an enameled stock for a certain folder that, while it would look very attractive, would not have the durability or the printing qualities essential for that particular piece of printed matter. The high-grade printer will, in many instances, be able to save money for the writer by suggesting a grade of paper that is cheaper than the one originally suggested, and yet almost exactly similar in looks and printing qualities. He may be able to suggest a paper that will cut to greater advantage. It may be that the paper called for by the writer could not be obtained in that particular city or town and that the printer would have to send away for it, thus delaying the work; whereas, if the printer were consulted in the matter, he could suggest some paper that is carried in stock, and thus save a week or 10 days in the time of delivery.

27. The advertising writer may want delivered in a day or two a job that is to be printed on both sides of enameled stock, and in which large type and a number of line cuts are to be used. As the ink dries very slowly on enameled paper, the sheets usually have to lie 2 or 3 days after being printed on one side before they can be "backed up" (printed on the other side). If this is not done, the ink on the first side will adhere to the platen of the press and come off on the opposite side of the sheet, making a slur that would spoil the work. The printer in a case like this could perhaps suggest another stock that would serve the purpose of the writer, and that by reason of its absorbent qualities could be printed on both sides without any delay, thus saving days of waiting.

The printer should also be consulted as to the harmony of the cover and inside stocks of booklets, catalogs, etc., as he may save the writer from making a blunder in choosing inharmonious combinations.

Unless an advertiser is sure that the price quoted by a printer on a job is fair, he should get estimates from two or more printers. It is usually a good plan to get competitive bids, but it is not always advisable to give the work to the lowest bidder. The lowest bidder may be a printer that is

careless about presswork and other fine points of printing, and the better work of the higher-priced printer may be worth more than the difference between the bids. There are a very few high-grade printers that will not submit competitive bids, but will take fine catalog work only on the condition that the exact price be determined after the job has been completed. The subject of cost is a complex one and requires comprehensive knowledge of the cost of composition, make-up, presswork, stock, and general expense. The inexperienced person need not expect to be able to figure such items accurately, but should depend largely on a reliable printer. One who must have a catalog at a cost of 6, 8, or 10 cents a copy can get it, but of course it will not be the kind of catalog that could be furnished for 25, 30, or 40 cents a copy. The difference in quality of both workmanship and material should be kept in mind.

WRITING THE COPY

METHODS OF SECURING DATA FOR TEXT MATTER

28. Amount of Copy Required for Catalogs, Etc. Copy for catalogs, booklets, folders, etc. differs from copy for advertisements principally in the matter of extent. Some of the chief selling points of the advertiser's goods or his service are exploited concisely in his advertisements. They attract attention and develop interest; in other words, open the way. The remainder of the story is told by the advertiser's printed matter, which necessarily goes more into details than does the advertisement. Intelligent study and research must usually be carried further when preparing the catalog and the booklet than when preparing the advertisement, because the printed matter designed to close a sale must give all the information necessary to close it.

29. Of course there is a wide difference in the matter of detail information between the 8-page booklet that treats of only a simple subject, or some characteristic features of a

broad subject, and the 48- or 96-page catalog giving full information about the many divisions of a broad subject. The National Cash Register Company, for example, might print an 8-page booklet with the title of National Registers versus Cheap Registers, devoted solely to some general points of superiority of the National Registers over those of other manufacturers, that would be very different from the complete catalog that it would send out in response to inquiries about registers. Therefore, it does not follow that every piece of printed matter should deal with all the features of a business. If the advertising office may be compared to a battleship, then it may be said that there is need for the 3-inch rapid-fire gun and the "six-pounders" as well as for the 12-inch rifle. Each fills a certain need. The advertiser must use his judgment and not try to make a booklet or folder answer if a large catalog is needed, nor should he use a large catalog if a brief booklet would better meet the need.

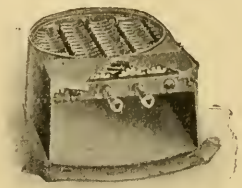
30. Securing the Necessary Data for Booklets, Etc.—There is nothing mysterious about the way in which skilled copy-writers secure the material that enables them to turn out ten or twelve different booklets on as many different subjects in a month.

The study of an advertiser's old printed matter often shows strong points about the business or its products that have never been written up as they should be. But the copy-writer cannot depend for his information on the old printed matter of the advertiser. He must get at the root of the problem by examining the article to be sold and by asking questions, just as if he were a prospective buyer. If it is a manufactured article, he should visit the factory and look into the process of making and talk with the inventor or designer. He should go direct to the manufacturer for an exhaustive interview, not only to find out about the product itself but also about the manufacturer's previous experience with booklets and catalogs, if any; and he should find out what advertising literature has seemed to pay and what has not, what the manufacturer has found to be the best selling points of the article, what com-

"Crescent" Warm Air Furnaces

For Wood or Coal

The "Crescent" Furnace is made to meet the growing demand for a furnace in which either coal or wood may be used as desired. Until recently furnaces were built for one kind of fuel only Anticipating the need for a coal and wood burning furnace, we have perfected one which amply fills these requirements. This is important in sections of the country where wood is largely used. The base and grates—as shown in the accompanying cut are the regular "Meteor" type—being triangular in form and so arranged that any bar can be easily removed without disturbing the others.



Feed Door The especially large feed neck is provided with double feed doors—and when burning coal only the lower door need be used, while with wood burning the large chunks necessitate the use of both doors.

The Combustion The "Crescent" Furnace has a very high combustion chamber and radiator combined in one. The top and bottom cast iron plates, of this radiator, are fastened to the steel sides by means of wrought iron turnbuckles. This feature prevents the breaking off of the lugs due to expansion, which would occur if long rods were used. A division plate is so arranged that the gases and smoke pass entirely around the radiator, instead of only half way, as in many other furnaces of this particular type. This division plate may be placed on either the right or left hand side of radiator, according to the location of the chimney.

Fire Travel The division plate causes the smoke and gases to travel in one direction around the entire circumference thus evenly heating all the three heating walls of the radiator, thereby producing the greatest amount of efficiency for the smallest consumption of fuel.

Damper Regulator With the "Crescent" as well as other furnaces shown in this catalogue, a complete damper regulator is sent. This consists of a sufficiently strong brass safety chain to connect with a handsome nickel plated regulator which is placed at any convenient point on the upper floor—thus allowing the furnace draughts to be controlled either from the basement or upstairs.

Fig. 16

petitors are offering and what literature they are using, the condition of the market, and various other points. The questions that inquirers ask and their reasons for not purchasing should be suggestive of what is required.

31. The writer need not imagine that with a superficial examination of an article or a brief inquiry into the needs he can go to his desk and write a catalog or a booklet that will sell the goods to every prospective purchaser. Plans and argument that sell goods are founded on salient facts, and such facts cannot be ascertained except by a close study of the commodity to be advertised. No amount of skilful writing will compensate for a scarcity of vital information. For example, to write a catalog containing such details as are contained in the page shown in Fig. 16 requires a close study of the article and collaboration with those possessing technical knowledge of the subject.

32. There is a great opportunity for the capable catalog and booklet writer. Rarely does a pamphlet exploit the fundamental selling points of an article as it should. Points that the good salesman uses every day are often overlooked when the catalog is prepared. It is advisable to interview the best salesmen of the advertiser's goods when possible. They will be able to give much valuable information.

Just as in a news article, where the items of information command interest, so in the catalog or booklet, the interesting facts are the most important features. Especially in catalogs directed to people possessing technical training, such as engineers, should the writer deal with details; such readers have little patience with a catalog that is full of flowery phrases, popular descriptions, and imaginative language but does not give definite information.

33. Libraries, Textbooks, Etc. as Aids to Copy-Writers.—Reference books are of great service to writers of advertising literature. If it is desired, for instance, to get up an attractive booklet regarding the value of real-estate investments around New York City, a good plan would be to study the history and development of New York, from the

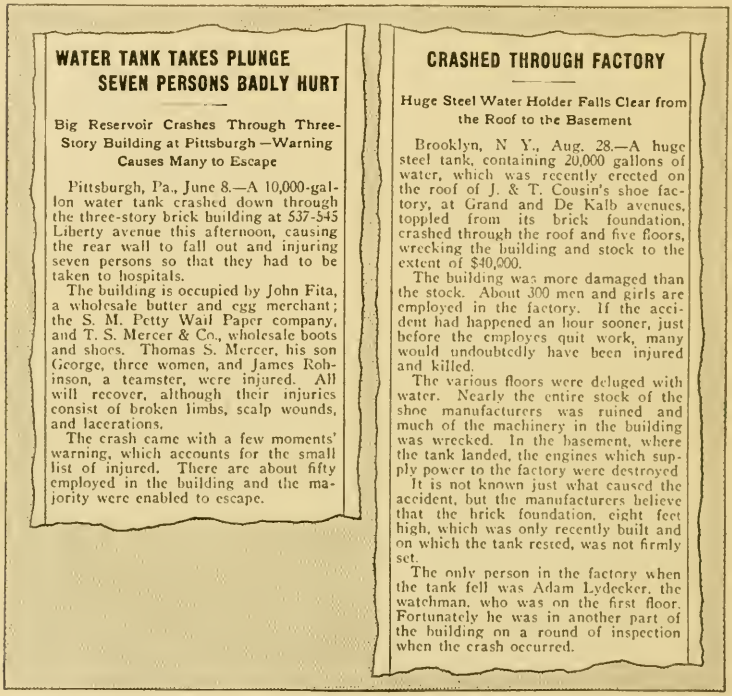
investment point of view and to get the figures of some of the sales of real estate that occurred in and around that city many years ago, and then compare them with recent sales in order that the increase in values may be shown. This does not mean that the writer shall fill pages with uninteresting, immaterial facts about the history of New York, but that he shall pick out strong, pertinent items.

If he is writing about a tobacco, a coffee, a breed of cattle, etc., he will find much information of value and interest in the best encyclopedias. Most of the large libraries have bound volumes of the leading magazines extending over many years, and have at hand indexes in which one may readily look up all articles on a given topic that have appeared during many years. From these articles the writer will usually be able to get many good points. He need not use the exact language of other writers, but may use the fact, or point, and express it in his own language.

34. Keeping a File of Material.—The writer that prepares and keeps up to date the forty or more different circulars of information of the International Correspondence Schools (from 32 to 96 pages each) has a large file envelope for each subject on which the Schools issue a circular. Every article that he sees in a newspaper, magazine, or technical journal that he thinks will be of use at some time in preparing a new circular, he clips out and files in an envelope devoted to that subject. He keeps competitors' catalogs, booklets, and folders in these envelopes in order that he may be prepared to meet the arguments that they use. When a good letter from a successful student comes in, permission to print it is asked of the student, and the letter is filed in the proper envelope. The result is that when a circular is to be prepared, the writer usually has a great deal of material at hand to study and modify to his use. Many circular writers and advertisers follow this plan of keeping an extensive file of articles and arguments.

35. Published Items as Aid to Copy-Writers. Articles that constitute the very best possible material for

catalogs and booklets frequently appear in newspapers and magazines. Often, it is advisable to get a publisher's permission to print all or part of some copyrighted article. Strong expressions from an unbiased point of view lend plausibility and strength to an advertiser's claims. Frequently, such a clipping may be reproduced facsimile or made into a display page. If, in a booklet about real-estate investments around



WATER TANK TAKES PLUNGE SEVEN PERSONS BADLY HURT

Big Reservoir Crashes Through Three-Story Building at Pittsburgh—Warning Causes Many to Escape

Pittsburgh, Pa., June 8.—A 10,000-gallon water tank crashed down through the three-story brick building at 537-545 Liberty avenue this afternoon, causing the rear wall to fall out and injuring seven persons so that they had to be taken to hospitals.

The building is occupied by John Fita, a wholesale butter and egg merchant; the S. M. Petty Wall Paper company, and T. S. Mercer & Co., wholesale boots and shoes. Thomas S. Mercer, his son George, three women, and James Robinson, a teamster, were injured. All will recover, although their injuries consist of broken limbs, scalp wounds, and lacerations.

The crash came with a few moments' warning, which accounts for the small list of injured. There are about fifty employed in the building and the majority were enabled to escape.

CRASHED THROUGH FACTORY

Huge Steel Water Holder Falls Clear from the Roof to the Basement

Brooklyn, N. Y., Aug. 28.—A huge steel tank, containing 20,000 gallons of water, which was recently erected on the roof of J. & T. Cousin's shoe factory, at Grand and De Kalb avenues, toppled from its brick foundation, crashed through the roof and five floors, wrecking the building and stock to the extent of $40,000.

The building was more damaged than the stock. About 300 men and girls are employed in the factory. If the accident had happened an hour sooner, just before the employes quit work, many would undoubtedly have been injured and killed.

The various floors were deluged with water. Nearly the entire stock of the shoe manufacturers was ruined and much of the machinery in the building was wrecked. In the basement, where the tank landed, the engines which supply power to the factory were destroyed.

It is not known just what caused the accident, but the manufacturers believe that the brick foundation, eight feet high, which was only recently built and on which the tank rested, was not firmly set.

The only person in the factory when the tank fell was Adam Lydecker, the watchman, who was on the first floor. Fortunately he was in another part of the building on a round of inspection when the crash occurred.

FIG. 17

New York, several strong paragraphs can be quoted from influential journals or from prominent men, it cannot help but give weight. Complimentary items in newspapers and trade magazines regarding the advertiser's product also prove useful. Fig. 17 shows how two news items about disasters caused by the falling of water tanks were made up into a page illustration by a manufacturer of an improved water system—one

The Future of the Telephone

ONLY a few years ago the telephone was considered in much the same light as the automobile is today. Its cost was prohibitive for any but the well-to-do, and its utility was questioned by most of those who could afford it. For the residence, it was looked upon as a luxury or a rather costly plaything; and in business, while recognized as a valuable aid, perhaps, it was by no means considered necessary. Contrast this with the present condition. Its reduced cost has now brought it within the reach of people with only moderate means, and its usefulness and convenience in social affairs, and its indispensability to the business world have been demonstrated beyond doubt. The question of the up-to-date business man is not "Shall I have a telephone?" but "How many telephones must I have?" and in the residence where it has once been adopted, it is considered as indispensable as a sewing machine.

Eleven years ago there was one telephone to every 225 people in this country; now there is one to every 16. Although the independent companies are not furnishing all of these additional telephones, the increase is directly due to their entering the telephone field.

While the growth of the future, taking the number of telephones installed in proportion to the people in the country, may not be as great as that of the past, numerically considered, I think it will be much greater and far in excess of the increase in population. Along what lines will this growth take place? In my opinion, it will be in residences and small retail establishments in our cities and towns, and among dwellers of the rural districts that it will be most noticeable.

The Probable Increase

I have estimated that a little less than 50 per cent. of the people of this country appreciate the advantages of the telephone; yet my estimate is considered too high by many who say that not more than one-third of the inhabitants of this country really know about the telephone, and that a large percentage of these are not at all familiar with its advantages. In defense of their argument, they call attention to the fact that the ratio of telephones in use to the number of people in the country is only one to sixteen, while, they assert, the country will easily support one telephone to every five people. In some localities this is the ratio at present, and in my opinion the country could stand as great a general development.

I think I am not oversanguine in saying that at the end of the next decade, the comfortable home that is not equipped with the telephone will be an exception to the rule. People of moderate means, both in the cities and in the country, will have them installed in their homes, and landlords will equip the places that they have to rent with telephones, just as the modern flats and terraces of today have refrigerators and steam-heating plants installed, and are equipped with gas stoves and electric light.

So far, we have considered only the increase in local use. The long-distance development, to my mind, will be just as great. The service between neighboring towns and villages will be brought to a very high order, and the interstate and transcontinental business will be developed to an extent scarcely dreamed of today. Independent through lines will connect all the large centers of population, and the congested condition now so prevalent in many places on short hauls will be relieved by increased circuits and better facilities for handling the service between local points, and forwarding it to the large centers for delivery to the through lines. The long-distance telephone is destined to cover a much larger field than at present. It will not take the place of the telegraph, but will continue to develop new business for itself that does not today exist. It is now being quite generally adopted by the railroads in conjunction with their present telegraph systems, and is being used almost exclusively by the interurban traction systems of the country.

James B. Hoge, in an address before the West Virginia Independent Telephone Convention, published in TELEPHONY.

FIG. 18

that dispenses with the dangerous elevated tank. These items supported the manufacturer's argument strongly.

In Fig. 18 is shown how an extract from a telephone engineer's address was used to advantage in a telephone-engineering circular of the International Correspondence Schools. This address was copyrighted, but the magazine owning the copyright willingly permitted the extract to be reproduced.

It will be observed that many of the examples shown in these pages measure $5\frac{7}{8}$ in.$\times 8\frac{7}{8}$ in. or thereabouts. This is made necessary by the difficulty that would be encountered in trying to show larger pages in a textbook the size of this one. It should be understood that in practical work the writer is not confined to catalogs of this size of page. The ideas and principles set forth here can be applied to circulars of all sizes. In fact, many of the illustrations are reductions from larger pages.

36. Procuring of Technical Descriptions.—When matter that is extremely technical must appear in a catalog or a booklet, and it is a subject with which the copy-writer is not familiar, he may find it necessary either to refer to some standard textbook for the information or to have some person familiar with the subject write up part of the circular for him. Sometimes, the extremely technical part of a catalog (see Fig. 16) will be written by an engineer or a designer in the employ of the manufacturer, the advertising man going over the matter and strengthening it from the sales point of view. It would be impossible, for instance, for the writer with only a general knowledge to prepare a booklet describing with perfect accuracy the workings and advantages of the Bundy steam trap system unless he consulted a modern work on steam machinery or had the assistance of the manufacturer or of some engineer. Nevertheless, the description of the advantages of a machine or other article should never be left entirely to the maker or designer of it, for, as has been suggested, he will sometimes fail to bring out a very important point that a trained advertising writer would. He is too close to his subject and may take too much for granted.

ITS COMMERCIAL USES

Crucibles

Graphite crucibles are used in the manufacture of crucible steel, phosphor-bronze, and other metal alloys that must be subjected to very high temperatures. For most of this work graphite crucibles only are practical, because they will stand a very high temperature without melting and do not crack readily when exposed to sudden and violent changes of temperature. Only the best quality of flake graphite is suitable for the manufacture of crucibles, and it sells for from $150 to $200 a ton.

Lubrication

Graphite is used alone or with oil or grease as a very efficient lubricant. It is particularly valuable in places where it is exposed to extremes of temperature, as it is affected neither by heat nor cold. It is the only lubricant that can be used between wood surfaces, hence its adoption by piano makers. High-grade flake graphite makes the best lubricant.

Pencils

The ordinary "lead" pencil is really filled with a mixture of graphite and clay, the amount and quality of graphite depending on the grade of pencil. If graphite was of no other use than for the manufacture of pencils, it would be a most valuable mineral.

Paint and Polish

Graphite is much used as a preservative coating for steel bridges, and outside metal work, as it does not crack or peel with the contractions and expansions of the metal, and is practically unaffected by weather or atmosphere. Stove polish is mostly graphite, and some shoe polishes and leather dressings are based on graphite.

The advertising man should ask questions until he knows that all the important points have been brought out. "Why is this article better than others of its class?" said an advertising man to the manufacturer of a dental article. The manufacturer began to explain the shortcomings of the other articles then on the market and went on to demonstrate how his preparation did its work perfectly. This was the chief selling point, yet in the descriptive matter that the manufacturer had prepared for the advertising man to use, he had failed to mention this feature. It remained for the investigating spirit of the advertising man to bring out this point.

In Fig. 19 is shown a reproduction of one of the first pages of a graphite company's prospectus. The man that wrote the circular had no intimate knowledge of the commercial uses of graphite when he undertook the work, but he made a careful research and study of the subject, with the result that he found many interesting facts to set forth. The display of Fig. 19 is in Powell; the body, in Old-Style Roman.

LOGICAL TREATMENT OF SUBJECTS

37. If a man goes out to sell something by personal canvassing, he must be tactful in his approach, take up the points of his canvass in their proper order, treat them convincingly, so as to command and hold interest, and bring his canvass skilfully to a strong climax at the close; and the writer of catalogs, booklets, and folders must keep in mind that because his canvass is to be printed is no reason why he should not make a careful study to have the best arrangement as to order of subjects or items. Indeed, logical arrangement is more necessary in printed matter than in an oral canvass, because if the reader is once repelled, wearied, or confused, his attention may be lost for all time. As advertising is only salesmanship in print, it is here that the writer's ability as a salesman should be brought into play. He should never forget that he is to do the work of the salesman.

38. Catalogs of Staple Goods.—In a catalog of staples, for which there is a universal demand, no space need be taken

RAZAC USE

THE man who reads this book either shaves himself or goes to the barber. In the latter case he knows the bondage of the barber shop as well as we can tell him—the annoying wait, the lost time, the nervous twenty minutes in the chair, the general inconvenience of not having a shop at hand where or when he wants it, the ruthless scrape of the strange barber, the danger of towels and tools that reek of other faces, the expense—which at a low estimate is $15 a year for shaving alone, to say nothing of the expected tip—and above all, the fact that about a third of the time the man who depends on the barber shop isn't shaved when he ought to be.

FIG. 70

Set in Cheltenham Old Style throughout

up in an argument for the use of the goods. For example, in a catalog of wagons, it would be folly to devote three or four pages to an argument about the use of wagons, because the use of the article is well established. All the space of such a catalog should be filled with attractive illustrations and descriptions of the advertiser's wagons and strong arguments about their excellence.

39. Catalogs of Luxuries or New Devices.—When, however, the article is one that is more of a luxury than a recognized necessity, such as a piano, a concise argument about what a piano means in the home in the way of pleasure and attractiveness would be advisable, and this properly should go in the front of the catalog, for the catalog may be read by many who have not fully decided that they must have a piano.

Note, in Fig. 20, how the first part of a booklet about a safety razor begins. The first step here is to prejudice a man against the barber shop. Fig. 21, the opening page of a booklet about a science library, shows the right way of opening such a subject. (The light rule around these pages is used merely to show the size of the page.)

In a business-school booklet, the first subject treated should be the value of a good business training—what it means to a young person, the opportunities open for employment, advancement, etc. Then should follow a description of the service that the advertiser has to offer.

In a booklet intended to rent boxes in a safe-deposit vault, the writer should first show the importance of keeping valuable papers, etc. where they will be safe. Many persons do not realize the value of a safe-deposit box, and it is best to "drive the fact home" before describing the service that the advertiser offers.

40. Determining the Character and Position of Matter.—In determining the character of the matter and the position it should occupy, the following general principle may be followed: Does desire or demand already exist? If so, proceed at once to a description of the goods, bringing out all the selling points. In the section devoted to selling points—

THE NEW SCIENCE LIBRARY

The Way To Be a Thinker

IS to get in touch with thinkers. All the world's prizes are captured by those who have seasoned their energy with the spice of originality—and originality means the habit of clear and fresh thinking. Originality can be developed—and is developed—by contact with original minds.

Even the best of us have a tendency to fall into mental ruts, to go plodding on, year after year, in the same track, to do things without knowing precisely why.

The way to keep mentally alive, the way to be original, the way to be a success, is to talk with brainy people and to read books that make you think. That's the reason the New Science Library is a cure for mental paralysis. It will lift you out of the dull circle of commonplace things; it will give you new thinking power and new ambition to know more.

It will tell you what the famous Darwinian theory is; how the planets are weighed and their motions charted; what radium is; what ideas Herbert Spencer brought into the world; how liquid air is made and used; how electricity makes the trolley car go—and a thousand

FIG. 21

Set in Cheltenham Old Style throughout

Needed by Everybody

Every sportsman, automobilist, bicyclist, and ball player needs one of our Emergency Cases. The farther you get away from physicians, the more valuable the Case becomes. You jeopardize your life when you fail to take it with you. The Case is light and handy. It may be carried in the pocket. It should be in your grip or your trunk wherever you go on your vacation or your camping trip.

Every cook and housekeeper needs an Emergency Case, for it affords an immediate and safe remedy for the scalds, burns, and cut fingers that are of frequent occurrence. It relieves pain and saves annoyance.

Every mother needs one. Children will get scratched by the cat, bitten by the pet dog, and stung by insects. It is extremely important that these hurts be given prompt, sanitary treatment. An Emergency Case will pay for itself many times over in the saving of doctor's bills, because it prevents serious complications.

Every school teacher has almost daily need for an Emergency Case. With it at hand she will have no difficulty in caring for pupils that suffer injuries in play or otherwise. Such service will raise a teacher in the esteem of both pupils and parents.

Out on the farm miles away from the doctor, the U. S. Emergency Case becomes an absolute necessity. A farmer could buy nothing for several times one dollar that would be of as much value to him, for he is likely to find a good use for it in the home or in the field every week.

Machinists, engineers, carpenters, and all persons handling tools or engaged in work where they are constantly liable to injury should never be without U S. Emergency Cases. One should be a part of every kit of tools.

Manufacturers, mill owners, etc., should have one of our $3.50 Cases at hand all the time for the use of their workmen; it saves time and expense and possible suits on account of injuries. The $3.50 Case contains many times as large a supply of materials and remedies as the dollar size. This is also sent to any address on receipt of price.

U. S. Emergency Cases

FIG. 22

Set in Cheltenham Old Style throughout

before the description of the goods or along with it—would properly come the argument for the advertiser's superior methods of manufacturing and his plan of selling. Then should come the cost and any strong closing argument, such as free trial, guarantee, etc., that the advertiser can bring to bear.

If no distinct desire or demand exists, an effort to develop and create one should come first. Referring again to real-estate advertising, if a booklet is to be prepared to sell lots in a suburb of New York or Chicago, it is not enough to describe the lots. The writer must first show the great profits made in real-estate investments like those he is offering, the security, the circumstances that make increased value certain, etc.

Note in Fig. 22 how skilfully the needs of various persons for an "emergency case" are brought out. On reading an argument like this, a prospective purchaser can hardly fail to say in his mind, "That's so, and I believe I need one."

In the example shown in Fig. 23 the writer very logically shows the need of something more than soap for the kitchen, and a careful housekeeper will be influenced by the suggestive argument.

41. Place for the Admonition to Reader.—In Fig. 24 is shown a reproduction of one of the final pages of a booklet, the first page of which is shown in Fig. 19. The information has been given, and on the final page of the book the advertiser brings his argument to a climax by showing the desirability of the investment and by urging the reader to subscribe for some stock.

It is usually best not to mention the matter of cost until desire has been created for the article, unless, of course, the article is one in the line of staples, where the desire or demand already exists, or one on which the price is so low that it is properly a leading argument. Suppose, for instance, that a typewriter concern made a practice of buying used typewriters and building them up into machines that were almost as good as new, and then offering to sell them for $35 each. Here, the idea of getting practically a $100 machine for $35 is so

A Handmaid of Health

CLEANLINESS is not the only thing that comes with the use of MILLER'S POWERINE, but health as well. Ammonia is one of nature's greatest disinfectants. When in the pure, unadulterated state, as in MILLER'S POWERINE, it will grapple with and readily overcome any of the myriads of disease germs that lie so thickly within the doors of our homes.

Pour a little of it in and around all sinks, drains, and closets. It not only cleans and purifies the air, but annihilates and carries off all sources of corruption from which disease might spring. It induces a healthful cleanliness that banishes roaches, bugs, and other vermin, and makes the whole house redolent with a wholesome sweetness.

What is the use of having pure foods, for which such a popular outcry is being made these days, if the vessels in which they are cooked and the dishes in which they are served are but half washed? If we had microscopic eyes we would be appalled at the amount of grease and dirt that clings to the apparently clean dishes after they have been through their bath of common soap and water.

No such unpleasant thought need come to the housewife who is a user of MILLER'S POWERINE. The mixture of pure, honestly made soap and full-strength ammonia added to the hot water in which the pots, pans, and dishes are plunged, will, without any extra labor, cut all the grease and dirt as clean as a whistle, and they will emerge bright, shining, beautiful, and, above all, thoroughly clean.

MILLER'S POWERINE is known everywhere, and is sold only in packages. If you have never met it, now is the time to be introduced.

FIG. 23
Set in Old-Style Antique throughout

strong that price may be brought out as a first argument. In any event, the admonition to the reader, the summing up of the argument, the directions for ordering, etc. come logically in the final pages of the book.

ESSENTIALS OF GOOD COPY

42. Study of Prospective Customers.—While guarding against flippancy or extravagance, the writer should strive to make his catalogs, booklets, and folders read as interestingly as magazine articles. To do this, he must study thoroughly the persons that the catalog or booklet is intended for. If the article to be sold is a new heating plant and the booklet is one that is to be sent to the trade, it should give technical information about the heater and its features, for the trade will look into this more than the average house owner. If, on the other hand, the booklet is to go to the house owner, its treatment of the technical features must be more popular; in other words, it must not be presumed that the average house owner is a heating engineer.

43. Emphasizing the Strong Selling Points.—In all advertising campaigns there are some particular features of an article that are stronger than any others. These should be emphasized in the catalogs, booklets, or folders.

The owner of a Western dairy farm that sells his products —hams, shoulders, lard, sausages, and maple sugar—direct to customers, lays stress on the purity and the careful handling of his products, and uses everything in the way of description or illustration that will help create and strengthen the impression of quality (see Fig. 25). This advertising policy is a wise one, because retail stores sell products of this kind at prices much lower than those of this advertiser. It will be observed that the Old-Style Antique type used in Fig. 25 makes an attractive page when printed in brown on the tinted paper. If this page were printed in black on white paper the effect would be rather strong and not so harmonious as that shown. Compare Figs. 23 and 25.

A GREAT OPPORTUNITY

THOSE who have read the preceding statements as to the varied and increasing uses of graphite, its growing scarcity, and the expert's report as to the quality and quantity of ore in sight on the Calumet property can hardly fail to appreciate what an investment opportunity is offered.

This is no mere prospect—no hidden or suspected wealth; the property is partly developed and the money is in plain sight. Fully $70,000 worth of ore has already been mined and stands on the property, ready to be run through the mill as soon as it is finished.

Conservative investors are confident that the stock will be worth considerably more than par as soon as the first lot of ore has been refined.

Judging from the work already accomplished, the cost of mining, milling, and marketing the product will not exceed $35 a ton for the first year. Thereafter the cost will decrease materially.

The selling prices vary with the grade.

High-grade crucible flake sells at $150 to $200 a ton. Other grades sell at $50 to $150 a ton.

At the present low price of this stock it constitutes a rare opportunity, which no one that has any amount of money to invest can afford to overlook.

Order for reservation of stock should be sent, together with check or draft for 25 per cent. of the purchase price, to Calumet Graphite Company, Saint Paul Building, New York.

for seasoning, it is easy to see why the result is a most deliciously tender and wholesome sausage.

Hams and Bacon

The hams and bacon are allowed plenty of time for curing, which is merely the absorbing of sugar, salt, and spices under proper conditions of temperature. These are finally finished by smoking with green hickory, which gives them the sweet flavor peculiar to home-cured meats. There is in no stage of the curing any forcing or hastening process. No chemicals of any kind are used to cheapen the products. The simple methods of the farm that were first practiced in New England a century ago are the only ones used in our shop.

Lard

The lard is carefully rendered in open kettles. It is cooled as quickly as possible and briskly stirred while cooling. This simple process produces fine, white lard of the best quality.

FIG. 25

44. Disadvantage of Repetition.—Repetition sometimes emphasizes, but unless there is some strong argument that can be repeated with advantage on several pages of a circular, the best plan is to treat a point fully in its logical place and then leave it. Many circulars are ineffective because of a rambling style.

45. Value of Conciseness.—In his catalog or booklet, the advertiser has opportunity to present his entire canvass as convincingly as he knows how. But because he is free to go into detail, the mistake is too frequently made of either having the circular too long or so uninteresting that no one will read it. The writer should study the product, the method of manufacture, and the selling plan very closely; then he can decide what are the most interesting features and what can be safely left unwritten.

USE OF TESTIMONIALS

46. Testimonials constitute the very strongest kind of matter for most kinds of advertising literature, because a prospective customer is more likely to believe the statement of a user of an article than the claims of the manufacturer. That some one has tried an article thoroughly and is well pleased with results, carries a great deal of weight; it supports argument as nothing else does. Photographs of indorsers, and facsimiles of their letterheads and signatures, give authenticity to the indorsements.

47. Value of Strong Testimonials.—One strong testimonial that rings true is worth a half dozen mediocre ones, and it is well sometimes to display an unusually good testimonial in a full page of space, so that the readers of the circular cannot fail to see and read it.

The weakness of most testimonials is due to the fact that they are too general. This can be avoided, however, by asking users of the advertised goods specific questions about how the articles stand wear, what kind of service a machine has given, the time it has saved, etc. Such questions will bring out the opinions of the user on definite points.

Ask the man who owns one

Hotel Algonquin
59 to 65 West Forty-fourth Street
New York

Frank Case

I take great pleasure in expressing to you my entire satisfaction with the Packard Twin-Six. Everything that you promised with regard to the car has been fulfilled. Added to its well known quality as a luxurious vehicle, it has exploited the practical and enduring qualities of a truck in the trip that I have just finished in it, from Los Angeles to New York. No car made could have stood the superlative test of that journey any better than the Twin-Six.

We twice had to dig it out of sand and twice out of adobe mud, and encountered chuck holes, ruts and stones of every description. The Twin-Six responded absolutely to every demand.

In spite of the enforced change of gears because of the holes and ruts before mentioned, we averaged ten miles to a gallon of gas, which I deem quite wonderful under the circumstances.

I write this letter without any solicitation on your part, simply because the car has absolutely won me.

Anybody you wish to refer to me as to the merits of your motor, I will cheerfully explain in detail all the virtues I know your car to possess.

Yours truly,

Frank Case

ASK THE MAN WHO OWNS ONE

Fig. 26

How to Become a Shrewd Buyer

Buying is an art that every man in business, no matter what his position, ought to master. Some time a knowledge of rock-bottom buying will be found essential to business success—some time your whole business career may hinge on this vital point. When that time comes, the need is likely to be instant—there may be no opportunity for study. Better take advantage, *now*, of this splendid chance to learn practically all that is known on the subject of good buying.

Through the Business Man's Library, it is comparatively easy to master this little-known art. And in no other way can you find out the things which this Library will tell you, save through the slow, tedious, costly school of experience. The Business Man's Library is not a mere dry description of mechanical methods—it is full of living interest—each point it makes is illustrated by vivid, interesting examples. And no matter how much you already know about buying, or about business in general, these volumes can hardly fail to be of practical, money-making help to you.

Barnhart Bros. & Spindler

Type-Founders

183 to 187 Monroe Street

Chicago, May 11, 1908

The System Company,
Chicago, Ill.

Gentlemen:

The "Business Man's Library" is practical beyond expectations. We thought so much of the books that we forwarded several copies to our branch houses, and in some departments nearly every employe has read them with benefit. We consider it a good investment.

Yours very truly
BARNHART BROS. & SPINDLER

FIG. 27

The exact wording of a testimonial should be followed so far as it is possible to do so, though unnecessary statements may be omitted, errors and awkward expressions corrected, and the sentences arranged so that they will read smoothly. It is a good plan, when dealing with indorsers in the ordinary walks of life, to get permission to edit their statements. Then no complaints are likely to arise from the publication of the matter in slightly different form from that in which it was written.

48. Testimonials From Various Localities.—It is sometimes a good plan to see that the testimonials in a catalog are from various parts of the territory that the advertiser expects to cover, so that, in correspondence, an inquirer may be referred to an indorser that he knows, or at least some one in his city or state. Undoubtedly, people are more interested in, and influenced by, letters from neighbors and near-by people than they would be by letters from distant points.

49. Proper Place in Catalogs, Etc. for Testimonials.—Where there are many testimonials they are sometimes printed in a separate book. Fig. 26 is a page from such a book published by the Packard Motor Company. A good practice is to print some of the best testimonials along with the description of the goods, where a reader is almost compelled to read them. For instance, a page dealing with the wearing qualities of an article is a good place for a testimonial setting forth the fact that the article did wear well. Also, testimonials that are particularly strong in some one feature should be inserted in the part of the circular dealing with that feature of the advertised goods. A typographical style may be adopted that permits a testimonial to be inserted at the bottom of each page or at the outside margin of each page, as shown in Fig. 27. If the testimonials are good, they should be placed near the arguments that they support—not where they may be overlooked.

ARRANGING COPY FOR THE PRINTER

50. The writer of advertising literature will find that it pays to prepare his copy completely before sending it to the printer; that is, he should furnish the exact amount of matter for the available space as nearly as he can determine it, have the headings, illustrations, etc., in the copy where he wishes them used, and have everything correct as to capitalization, punctuation, compounding, etc. If this is not done, and the author wishes to add or cut out some matter or to put in an extra illustration after the proof has been received, it may be necessary to reset much of the copy or to rearrange all the pages. Unless an equivalent amount of matter can be cut out, a few added lines may mean that all the pages will have to be rearranged, and this may throw illustrations in the wrong pages, make references in the text to certain pages erroneous, etc.

If certain portions are to be set in smaller type or in narrower measure than the main text, directions to that effect should be written on the copy. The printer should not be expected to guess the writer's wishes. His rule is to "follow copy," and he will not vary from the regular style of setting unless instructed to do so.

51. It is advisable to do the editing on the original copy and to do it before the job is handed to the printer. Of course, it is often necessary to make slight changes in wording after the proof has been received, but as changes are expensive and often cause delays, they should be avoided as much as possible.

If the copy, after editing, is full of corrections and interlineations, it is well to have it rewritten. The printer cannot do either rapid or good work if he has to follow puzzling copy. Typewrite it wherever possible.

In Fig. 28 is shown an example of fair copy for a booklet page. Although this copy has some corrections on it, they are indicated clearly. The number in the right-hand corner is the number of this sheet of copy. The writer, as a guide

(6)

Page 3

upper left

OTHER USES FOR THE PHONOGRAPH

Cut No. 6

Is there an invalid in ~~the~~ your home? Let the Edison Phonograph ~~while~~ drive away the weary hours for her. Perhaps it is an old man whose memories are all in the past. Let the Phonograph sing the old songs that he loves.

Are the children hard to amuse? The Phonograph never fails to keep them out of mischief.

Do you live in the country? Buy a Phonograph and get at small cost what people in the cities pay one or two dollars a night to hear. ~~In this way,~~ You can, at insignificant cost, keep in touch with the world of music and entertainment ~~and music~~.

Are you wondering what you will take with you on your vacation or what you will carry along when you go home for the holidays. Let it be an Edison phonograph and a good assortment of records; this outfit never fails to please; it will make you a welcome guest everywhere. It is easily carried and takes up practically no room.

Is there a boy in the family in whom you want to create a spirit of business enterprise? You could not do better than to buy him a Phonograph and let him arrange Phonograph Concerts. In this booklet we give suggestions for conducting Phonograph entertainments. It is easy to get people to buy tickets for an entertainment if you are able to give something to please everybody, and that is always possible with a Phonograph. Boys all over the country make money in this way. A bright youngster can soon earn the cost of an outfit.

Cut No. 7

FIG. 28

to the compositor, has indicated by a note that the copy is to fill page 3 of the catalog and also shows that two cuts are to be used on the page. The number used in referring to a cut corresponds to the number on the back of the cut itself; this method of marking prevents the wrong cut from being used. If proofs are available, it is a still better plan to paste proofs of the cuts in the dummy as well as in the copy.

52. Guide Sheet for Printer.—On complicated jobs, some writers prepare a guide sheet for the printer. The purpose of this sheet is to show what is to go on each page from the first cover to the fourth. Following is shown how such a sheet may be arranged:

ARRANGEMENT OF CONNOR'S CATALOG

First cover.....Two-color cut furnished you
Second cover.....Blank
Page 1.....Title page
Page 2.....Copyright notice
Page 3.....Preface

This arrangement is continued to the end of the book.

A guide of this sort will enable the printer to page the matter properly, when otherwise the complexity of the copy might be confusing.

CORRECTING PROOF AND MAKING UP PROOF DUMMY

53. Cutting Down Pages That Overrun.—In cutting down proof that shows a page to be too long, the cutting should be done, if possible, where the changes can be made easily, as shown in Fig. 29. The notation "6 lines of 6-pt. long" in this figure was made by the proof-reader when the page was measured. Note that in cutting out the superfluous lines the writer has selected lines at or near the ends of paragraphs, so as to enable the printer to lift the matter out without disturbing the remainder of the paragraph. By cutting out the 8-point words, "The Merchants' Guide, in a late issue, says," and setting "Merchants' Guide" in Italic at the end of the last line of the 6-point matter, the space of 8 points,

How to Become a Window Trimmer

SOME time ago, 500 of the leading merchants of the United States were asked this question "What plan of advertising would you retain if you were forced to chose one method and give up all others?" More than 95 per cent. of the merchants answered in favor of displaying their goods, in preference to all other forms of publicity The store window is today the great "silent salesman", often it sells more goods than a force of well-trained clerks. It attracts every passer-by and draws within the store thousands that otherwise would not think of purchasing.

Window Trimmers in Demand

Persons unfamiliar with the rapid rise of this new profession scarcely realize that there are thousands of stores that employ anywhere from one to twelve persons for this highly important work.

The Merchants' Guide, in a late issue, says:

> If any of the department-store proprietors of Philadelphia or New York had been told 10 years ago that they would be employing twelve men throughout the year to dress their store windows, they would have been incredulous. Nevertheless, this has become a reality and few of the larger stores of the country are able to have satisfactory windows with a much smaller force.

The demand for competent window trimmers is far in excess of the supply, consequently salaries are high. The fairly well-equipped window trimmer will average $25 a week, while the men in the front rank of the profession—those who originate strong, attractive, business-bringing displays—receive as much as $75 a week.

Our method of teaching Window Trimming and Mercantile Decoration is as clear and simple as instruction could be on any subject, in fact, the great number of fine illustrations in the Instruction Papers make the subject an extremely easy one for us to teach.

It is not necessary that a student should be employed in a store to carry on his practice work successfully. In fact, even if he were so employed, no proprietor would allow him in his early work to take down bolts of goods and twist and rumple them into puffs, festoons, etc., he must be able to do these things skilfully before he will be allowed to use expensive fabrics. In Window Trimming and Mercantile Decoration, just as in other lines of endeavor, *the student must learn how to do his work before attempting to secure employment at it* Hence, this preliminary work is best done by the student at his home where he can practice intelligently and without embarrassment. No outfit of any consequence is needed. Tacks, a hammer and saw, some pins, scissors, and a few yards of cheese cloth will suffice for material with which to practice making plaits, puffs, etc.

Country Clerk to City Window Trimmer

> At the time of my enrolment for your Window Trimming Course, I was employed as a clerk in a small country store. I came to the city and by showing specimens and photographs of my work I secured a good position as window trimmer at a large increase in salary My displays are much admired, and I have had offers from several other stores here I am safely on the ladder of success in a place I could not have reached if I had not taken your Course.
>
> S. WILTON, Stockton, Cal.

Fig. 29

How to Become a Window Trimmer

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FIG. 30

or 1⅓ lines, was taken out. In Fig. 30 is shown a reproduction of the page as cut down. It is comparatively easy for the printer to take out lines at the ends of paragraphs, but if extensive changes are made at other places, it may necessitate resetting the entire paragraph or even the entire page, and extra charges will be made by printers for changes of this kind. Therefore, whenever possible, it is well to avoid making changes in the middle of a paragraph.

54. Proof Dummy to Guide Printer.—In preparing catalogs and booklets of more than a few pages, it is customary for the author to be furnished with a duplicate copy of the proof, with which he makes up a dummy by pasting in the pages just as they will come in the finished printed book. This is a proof dummy for the guidance of the make-up man and should not be confounded with the first dummy made up to show the style of the finished book.

This procedure is not necessary if the circular is a small one set in plain text, in which the printer makes up his type into pages and submits the first proof in page form with pages numbered, etc. But if the job has not been laid out carefully and the printer does not know what is to go on the various pages, the only thing he can do is to submit proofs in galley form and let the author make a dummy from the duplicate, showing what is to go on the different pages, what is to be left out, if anything, and so on. Then the printer can submit the second proof in page form. Where there are page illustrations and any special arrangement, it is the safer plan, whether proofs are in page form or not, to have a duplicate proof and make up a dummy. If the first proof is fairly clean and little or no matter is added or cut out, the dummy may be made up with a duplicate of the first proof, and then the second proof—submitted by the printer in page form—will need little or no further correction, but may receive the author's O. K. and be released. This making up of the dummy with a duplicate of the first proof is especially desirable where the printer has no page plan to follow and has the type in galleys. The dummy enables him to submit the second proof in pages.

With large jobs, however, even if the copy is laid out as to pages, if illustrations are used and there is much changing, adding, or cutting down on the first proof, it is better to wait until a duplicate of the revised proof can be had before making up the dummy. After making up the dummy, new matter should not be added to full pages of the proof unless a corresponding amount is cut out somewhere.

55. The object of the proof dummy is, of course, to show the printer the exact arrangement of the matter from the first to the last page. If the printer goes wrong with a properly pasted proof dummy before him as a guide, it will be due only to inexcusable carelessness, while without a dummy it is an easy matter for the pages of a large circular to become disarranged.

Some old circular of the proper size and number of pages may be used for a dummy (a larger circular trimmed down will answer the purpose), but the writer should be careful to cover up all the old matter with the duplicate proof he is using. If some heads or foot-notes of the old pages are left uncovered, the printer may take them for new copy and set them up. In making up the proof dummy, if the matter to be used on any particular page is too long and some lines are cut out to make it fit the space, paste the whole proof of the matter on the page, turning up the proof at the bottom to indicate the number of lines cut out. These may be cut out anywhere convenient on the page, but such changes should be marked on the official proof, not on the dummy.

If a page in a catalog is to be left blank, paste a blank piece of paper in the proof dummy and write on it "This page to be left blank," or simply "blank." When it is borne in mind that a little oversight may spoil a fine catalog or booklet, the writer cannot be too careful in making directions so plain that the printer cannot misunderstand. A large printing house will have many jobs on hand at one time, and it is never wise to trust anything to memory or to give oral directions. Write all directions, and write plainly. If, on the original proof, a paragraph of matter or an illustration was ordered trans-

ferred from one page to another, paste the duplicate proof of such transferred matter on the page of the dummy that it should occupy finally. Sometimes, cover pages are set up and approved before inside pages are. In such cases, the cover of the proof dummy should be marked, "Proof for this page already O. K'd."

Never cut up an *official* or an *original proof* to make a dummy. This is an important rule to observe. Cutting up an original galley proof makes it harder for the printer to find the matter and make corrections. Always call for a *duplicate proof* for making up a dummy. The superfluous margins on the duplicate proof may be trimmed off.

56. Corrections on Official Proofs.—No corrections should ever be noted on the duplicate proof that is used to make up the dummy. All changes, additions, etc. should go on the *original*, or *official, proof*. The proof dummy is used merely to show the position of the matter—order of pages, *not corrections* or *additions*. It would be very confusing to the printers if some corrections were made on the official proof and others made on the dummy.

It is often the case with circulars, as with advertisements, that a few words added to a short final line of a paragraph improve the appearance. Sometimes the proof shows that a head should be shortened or lengthened. Such changes add a little extra expense.

Ordinarily, it should not be necessary to see a third proof on a catalog or booklet job. In fact, the first proof should be handled so well that the revised, or second, proof will be read merely to be sure that all corrections and changes have been made.

INDEXING AND PUTTING IN PAGE NUMBERS

57. Where it is impossible for the writer in making up his copy to determine on what pages certain items will go, an index may be made up after the proof is received and the matter paged. It is better, and saves time, however, to make up the index as a part of the original copy, if such a thing is possible.

Likewise, it is better to put page numbers in the original copy where references are made in the text to other pages; but when it is not possible to do this, the copy may read "Page " a blank space being left for the page number, which may be inserted the first time that the proof shows on which page the item is to appear.

DIRECT ADVERTISING

PURPOSE AND METHODS OF DIRECT ADVERTISING

INTRODUCTION

1. The method of advertising by which various forms of printed matter or samples are distributed, by mail or otherwise, direct from the advertiser to the prospect is called **direct advertising.**

There are at least fifteen different methods or means of direct advertising; namely, letters, blotters, circulars, catalogs, booklets, folders, mailing cards, broadsides, sales letterheads, envelope enclosures, novelties, portfolios, poster stamps, house organs, and sampling.

Though this form of advertising has been used with good effect, its importance is not so generally recognized as is that of some other forms of business getting. It is, however, estimated that in the United States over one hundred million dollars is invested yearly in this form of advertising and a large part of this amount is spent for printed matter.

2. Advantages of Direct Advertising.—Direct advertising may be said to have the following eight advantages: (1) The personal appeal, the appeal being made direct to the possible prospect; (2) it can be used to supplement all other forms of advertising, and, by reason of the personal appeal, with telling effect; (3) to a large degree, waste circulation may be eliminated by the use of picked lists; (4) quick action may be

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taken on any direct campaign because it is possible to subdivide the mailings or distribution, to get the offers to the prospects at a set time; (5) keyed results can be secured, because there is complete control of the distribution; (6) the campaign succeeds or fails promptly, because direct advertising tells the tale quickly; the complete order blank, etc., may be sent along and the prospect must decide very soon; (7) the campaign will be secret to a large extent and competitors cannot easily find out what the sales plan is; (8) as a rule, the expense of a direct campaign is less than by other means.

The tendency of the times is toward cutting out lost motion, reducing the number of operations, etc., and the importance of direct advertising as one means of doing this is being recognized. Several organizations doing millions of dollars of business each year have been built up almost entirely by direct advertising through the mails, although in some cases new names have been secured through magazine campaigns. One mail-order house conducted an extensive magazine advertising campaign to sell an encyclopedia, but that campaign was backed up with direct advertising.

3. Not All Direct Advertising is Done by Mail. Though much direct advertising is done by mail, there is, perhaps, as much done by other means. For example, the International Correspondence Schools, of Scranton, Pa., conduct an effective direct advertising campaign by distributing pieces of advertising literature in factories and offices, and by means of exhibits.

Nearly all of the prominently advertised packaged articles contain in each package one or more circulars advertising some other brand of the line or a kindred line put out by the same manufacturer, and hundreds of thousands of catalogs, booklets, etc. are delivered personally every year by salesmen and dealers calling on prospective customers.

Many a piece of direct advertising that is classed under the term "envelope enclosure" never is enclosed in an envelope, but is used as a bundle enclosure, or handed out over the retailer's counter. This is true also of blotters, folders, etc.

4. Place of Direct Advertising in a General Campaign.—It is seldom that a complete campaign is made up of direct advertising. Usually this form is supplemental to other forms. An agency that has specialized in direct advertising for forty years recently made this statement: "We never try to tell people that they should use the direct advertising method to the exclusion of every other form of advertising, but always urge them to dovetail direct advertising in with other forms. We know that in many cases firms have received better results from the use of our mailing folders than from the trade papers, but we have felt that the very fact that they had an announcement in the trade papers helped because that advertisement made it seem that the direct-advertising literature did not come from an altogether strange concern."

There are many ways in which direct advertising can be dovetailed into different campaigns, and how this may be done will be explained further on.

5. Various Channels for Direct Advertising Appeal.—The same advertising appeal may be made by means of a piece of direct advertising in any one of the fifteen different channels mentioned in Art. **1.**

For instance, the problem may be to increase the sale of jugs. The advertiser may secure a list of firms using jugs in quantities, and send to them either form letters, or personal letters offering the jugs. If the form letter is chosen, after having decided whether or not the prospect's name should be filled in, the next problem would be to decide whether the letter should go under 1-cent or 3-cent postage, and what sort of signature it should have. A pen-and-ink signature may be used or a mechanical signature, or none other than the printed signature, as was explained in the section on *Advertising Letters.*

Then could be used any or all of the other fourteen methods of selling jugs if it seemed advisable and funds permitted. This would be conducting the entire campaign by direct advertising, which, however, is not the usual method.

MEANS OF DIRECT ADVERTISING

FORM LETTERS AND FOLLOW-UP SYSTEMS

6. The construction of business-getting letters and the investigations that must be made before such letters can be written have been treated in the Section on *Advertising Letters*, and mention was there made of the facsimile, form, or printed, letter. Because the form letter is such an important means of direct advertising, a further treatment of its use and a fuller consideration of what are called follow-up systems will be given.

7. Use of Form Letters Alone.—Many sales are made directly by the use of form letters alone; Fig. 1 is an example of such a letter. Some retailers send out to their customers form letters calling attention to special offerings. Paper makers and printers, advertisers of specialties, and solicitors, such as those selling advertising space, insurance, or service of some other kind, rely on the form letter to a great extent.

8. Form Letters as Supplementary Advertising. The greatest use of the form letter is probably in connection with other advertising matter, such, for instance, as catalogs, booklets, etc. Usually a form letter is sent out with a catalog or booklet, especially when such are sent in response to inquiries resulting from advertisements, and often a series of letters is used in following up. No matter how attractively a catalog or a booklet is prepared, or how thoroughly it covers all the selling points of the article advertised, its canvassing power is strengthened by sending a good form letter along with it. The letter has a power that no catalog possesses, and it may be used not only to give a directness to the canvass, but also to emphasize particular features of the advertised articles or of the selling plan.

The cost of getting replies to advertisements is too great for inquiries to be handled carelessly. It sometimes happens that where the cost of securing orders by other methods is prohibi-

BUSINESS SENSE

CHICAGO EDITED BY FRANK SAMTER LONDON

THE BUSINESS SENSE COMPANY

NEW YORK, N. Y.

Wouldn't you spend 6 cents a day to increase your business or your salary?

Even on the slightest conceivable chance that you could get only one idea of real business-building or salary-raising value, wouldn't you spend a mere nickel--the cost of one ordinary, cheap cigar--to secure it?

Think, then, of securing not only one idea but 1,200 pages of them! Not ideas that MAY help to increase your income, but ideas that already have built up the greatest businesses in America; ideas that have transformed tiny stores into giant corporations; ideas that have raised $10-a-week clerks to general managers; selling ideas; advertising ideas; management ideas; ideas for the factory, office, or store. And given you in worked-out, detailed form, mind you, entire systems and methods of getting and holding business, analyzed, explained, and made ready for immediate use in your own business.

In all the world of business, not even an attempt has ever before been made to give such aid to business men as is embodied in the "Business Sense Library." In its 1,200 pages is practically condensed the life-time experience of nearly a hundred successful men. Their brains, their ideas, their very working methods are given you in such simple, attractive, even fascinating form that to read them is like the perusal of an absorbing story; and to study them is not only a matter of financial gain, but a matter of the keenest interest and pleasure.

And 6 cents a day will bring these six handsome volumes to your desk. Really they cost you nothing, for you pay for them out of the money they will enable you to make, the customers they will bring, the goods they will sell, the business weaknesses they will eliminate. And is there any red-blooded business man, employer or employe, who will let such a sum deprive him of such aid--experience that other business men have spent thousands and worked for years to obtain.

Yet even this is not all. This same identical, trivial 6 cents a day also brings you BUSINESS SENSE, the famous business magazine! BUSINESS SENSE, the source of inspiration and help to 300,000 business men! BUSINESS SENSE, the 150-page monthly that is crammed to the lid with the kind of ideas that make both businesses and men. Practical, tangible, money-making ideas for you.

Merely pin a $2 bill to the coupon in the circular attached. Tear out, slip in an envelope, and mail to us at our risk. The balance can be paid in monthly instalments, so small you will not notice them, a fraction more than 6 cents a day--a sum that the ideas in a single chapter alone will repay a hundredfold when applied to your business. But the time to begin to increase profits or win promotion is always at once. Sign and mail the coupon today.

Yours very truly

THE BUSINESS SENSE COMPANY

FIG. 1

tive, the use of letters in addition to those methods will increase the sales sufficiently to bring the cost within the limit fixed by

Chicago Cleveland Philadelphia San Francisco London

Engineering Record

239 West 39th Street

New York

August 23.

Art Metal Construction Co.,
Jones & Gifford Ave.,
Jamestown, N. Y.

Dear Sir :

"How the Parsons Company gets orders by wire" --

The enclosed circular tells.

They have no patent on the method. You can use it too.

If you want to know exactly how to fit their method to your needs, just to tell us to analyze your sales problems in the light of our knowledge of the civil engineering and contracting field. We'll do it without charge, without an even implied promise from you to accept our suggestions.

May we serve you in this way?

Very truly yours,

F. W. Seeligsberg

LWS/FCC Business Manager

FIG. 2

the advertiser. Too often, however, advertisers spend thousands of dollars to get inquiries about their goods, and then allow ineffective form letters to be sent out, thus throwing

away or greatly lessening the chance for sales. The importance of the personally dictated answer to inquiries has been treated in the section on *Advertising Letters*.

9. Cost of Form Letters.—Where printed letterheads are furnished by the customer, a 1-page letter of about the character of that shown in Fig. 2 will cost from $3 to $4 for a single thousand. For larger orders, the cost per thousand will be materially reduced; that is, for 2,000 lots the rate would probably be from $2.00 to $2.25 a thousand, and for 10,000 lots the rate would likely be in the neighborhood of $1.45 a thousand. These prices do not include the cost of letterheads. If the printer is to furnish the letterheads, that cost will be extra. As in other classes of printing, prices are by no means uniform among printers; therefore, the foregoing estimates should be considered merely as a general guide in determining the cost of producing form letters.

In furnishing the printer with letterheads for form-letter jobs, it is always advisable to send some extra copies, say about 15 or 20 on an order for 1,000, and 50 or 75 on an order for 5,000. In getting the job ready for printing and in the press-work, a number of letterheads are always spoiled, and it is necessary for the printer to have some extra copies if he is to furnish the full count of perfect letters on the finished job.

10. Number of Letters in a Follow-Up System. The number of follow-up letters that it is profitable to send depends much on the article advertised, the margin of profit, and the class of people to whom the letters are sent. Where the article is something that most persons deliberate over for a long time, such as purchasing a piano, or selecting a school for a daughter's education, a longer series of letters would be advisable than in other cases—perhaps as many as six or eight, or even more, would be advisable. Where the advertiser hopes to make a permanent customer of the inquirer, it is obvious that he can afford to spend more time and money on a follow-up system than would be advisable where only one sale of a low-priced article could be made. Ordinary follow-up systems stop with three or four letters. If an inquiry is

referred to a local agent, as in the letter shown in Fig. 3, usually only one letter is sent. The local dealer is then expected to look up the inquirer and to try to get the order. However, as local dealers and agents cannot always be depended on to do this, some advertisers write a second letter for the express purpose of learning whether the inquirer has had his need supplied. If the local dealer does not supply the demand, some advertisers offer to sell direct.

One mail-order house in the United States uses just one form letter, which is sent at the time that the large catalog of

AMERICAN PHONOGRAPH CO.

NEWARK, N. J.

LONDON PARIS — BERLIN BRUSSELS

AMERICAN PHONOGRAPHS AND RECORDS

April 21.

Mr. S. R. Hall:

We are pleased to have your request to send the American Phonograph Booklet and the New Catalog of Electric Records, which will reach you with this letter or very soon after.

Readers say the booklet is mighty interesting with its new ideas about phonograph music. We believe you'll find it so.

The American Phonograph is a new-idea phonograph because its scientifically modeled tone box is made of silver-grained epruce (the wood used for fine violins), and its correctly designed reproducer which, used on new-process Electric Records, gives phonograph music without a trace of scratchiness.

The phonograph as it is in the American has proved a delightful home entertainer. And with all its superiority the American can be had at a surprisingly low cost.

To save delay and transportation charges, we have referred your inquiry to your nearest dealers, Smith & Brown, 417 Wyoming Avenue, Scranton, Pa., who will write to you or call on you soon, or they will show you every courtesy if you find it convenient to call. Yours respectfully,

AMERICAN PHONOGRAPH CO.

FIG. 3

the house is mailed. The catalog is complete in all details, the prices are very low, and the lowest price is quoted in the first and only letter. If, at the same time, the inquirer receives catalogs and letters from competitive concerns that quote prices a little high with the expectation of offering lower ones in follow-up letters, the house quoting the low price at the outset has the best chance to get the order. Under such circumstances, this large mail-order house believes that if the first solicitation does not make the sale, follow-up letters would be useless.

11. Planning a Follow-Up System.—Not every advertiser can judiciously follow the example of the large mail-order house just mentioned, because the merchandise handled by that house is chiefly staple goods, the price and the quality of which are the main selling points, and no prolonged argument is needed to convince inquirers of the utility of such articles or of the low price. Therefore, in planning a sales letter for any line of business, it is advisable to consider carefully what is to be the nature of the follow-up methods and whether or not it is advisable to make the most favorable offer in the first letter.

Various follow-up methods have been described in the Section on *Advertising Letters*, and the advisability of varying the appeal in successive letters has been explained. The actual cutting of price below that quoted in the first letter is a proceeding that has possibilities of trouble.

The difficulty in cutting prices, even if competitors need not be considered, is that, after one lower quotation, some inquirers may wait to see if a still lower one is to be made. If the price is cut several times, the inquirer may lose confidence in the advertiser, or during the long delay in waiting to see how low the price will be cut, the inquirer may lose interest and conclude that he does not need the article anyhow. While all inquirers may not be affected in this way, there are usually enough of them that are affected to make the policy of price cutting in follow-up work always one of doubtful value. However, there are ways to get around a difficulty of this kind. If practicable, a smaller quantity of the goods may be offered at a special price when the first canvass of the inquirer fails to bring a regular order. In such a case, the advertiser's argument could be that he is offering the smaller quantity as a trial order, believing that when the customer has used it he will order more. This is logical and will allay any suspicion that the inquirer may have of the cut in price.

There is one advertiser who starts out with an offer of a $10 supply of goods. About 15 days later, when he thinks there is no chance of securing a $10 order from the prospective, he makes an offer of a smaller supply at $5, and 15 days

later, if no order is received, he makes a special offer of a still smaller supply for $2.50. If this advertiser were to make all three offers at the outset, many inquirers would likely take the $2.50 offer, whereas if they knew of only the $10 offer, the advertiser would be able to sell them a $10 supply of the goods.

There is an enormous amount of waste in some follow-up systems. For instance, many advertisers get up a series of five or six letters and send them out at intervals in the belief that bringing the matter to the attention of the inquirer every week or so is sure to land an order eventually. While persistence is a valuable factor in advertising campaigns, the method as carried out is often faulty. Results have shown that a great many follow-up systems are not profitable after three or four letters have been sent. The interest of an inquirer in nine cases out of ten will wane, and, as a general rule, the letter that reaches him two months after his inquiry has not more than one-fourth the chance of landing an order that the first letter had. The writer should determine by tests whether his system is profitable or not.

12. Expense of Follow-Up Systems.—In order to market an article successfully, it is always important to figure the inquiry and follow-up expenses closely so that they may be kept within bounds. Suppose, for example, that an article costing $11 is to be sold by the mail-order plan at $25, thus leaving a gross profit of $14. If inquiries cost 75 cents each, and experience shows that on an average only one sale can be made for every four inquiries, there will be an inquiry expense of $3 for each sale; also, if the cost of printed matter, postage, clerical help, etc. required in the follow-up system is 90 cents for each inquiry, there will be a follow-up expense of $3.60 to be charged against each sale. These two expenses will make a total expense of $6.60 to be deducted from the gross profit, leaving the net profit only $7.40. This expense would not be too great for an advertiser doing a large business, but if inquiries were of such poor quality that a sale could be made to only one out of each ten inquiries, it is plain that the advertiser could not afford the inquiry expense of $7.50 and the fol-

low-up expense of $9 on each sale. In this case, the expense of either the inquiries or the follow-up would have to be reduced.

If, however, the inquiries cost $1.50 each, and a follow-up system can be devised that is effective enough to make sales to half of the inquirers, this advertiser could afford to spend several dollars on his follow-up matter. As already suggested, the expense of the first sale may be equal to the entire profit or even exceed it if experience shows that subsequent sales can be made at little expense to a large proportion of the purchasers.

13. The expense of following up inquiries, as well as the success, depends largely on the quality of the inquiries. If they are from persons that have been deceived by the advertisement into believing that they will get something for nothing, there will be few sales in proportion to the number of inquiries, and the expense will be large. Even when the advertisement is properly prepared, the inquiries may be of poor quality because of the use of the wrong medium. For instance, an advertisement of expensive motor boats inserted in a juvenile paper might bring many requests for the handsome catalog offered, but the best follow-up letters would fail to bring proper results.

14. Length of Time Between Letters.—No letters of any follow-up system should be sent so frequently or in such numbers that they will annoy those who receive them. On the other hand, letters should not be sent so far apart that the prospect will forget about the subject. The actual length of time depends on the article, the method of selling, the distance, and other conditions. Most advertisers send letters from 10 days to 2 weeks apart.

BLOTTERS

15. Advertising blotters are so generally distributed that blotters are bought by very few people—not even by large business concerns. Blotters, then, offer one of the best

Count Off on Your Finge
Built to Endure
A Step-Saving Steel Truck For Valuable Records
Art Metal Construction Company, Inc.
SUPPOSE THESE HAD BEEN YOUR
ASSUMING RESPONSIBILITY
REDFIELD KENDRICK ODELL CO.
THE PAPER SIT
IT SOMETIMES HAPPENS
REDFIELD-KENDRICK-ODELL CO.
ESTERBROOK Manifold
3 Copies 1 Writing
For Sale by
H. S. STORR CO., INC., Raleigh N.C.

FIG. 4

forms of direct advertising for those who can relevantly use them, and nearly all lines can be given general publicity through the use of blotters.

If the advertising appropriation is small the advertiser will probably find blotters worth consideration. When made attractive by striking displays, colors, unique typography, and attention-getting illustrations, blotters can be made to give several days' circulation. In many homes blotters are kept for a long period of time, though naturally they are not used so frequently.

The blotter can be made not only to give reminder value but to produce actual sales if copy is prepared accordingly. Poorly printed, poorly illustrated blotters filled with spineless copy will not pay their cost.

Fig. 4 shows several blotter samples. One series of three is shown, headed "The Paper Situation," "It Sometimes Happens," and "Assuming Responsibility." These were published by a firm of printers and engravers and sent out in a neatly wrapped bundle with another advertisement on the wrapper. It is not likely that blotters of this type are read to any extent, at least not when filled with copy and printed in gray on a lighter gray as these were originally. The striking blotter advertising pen points was run in two colors. The single-color blotter "Count Off on Your Fingers" has produced actual sales. The one advertising vault trucks was in two colors and was distributed to banks and large business offices especially. The one headed "Suppose These Had Been Your Papers" (also originally in two colors) is of the general publicity type, featuring a steel safe that had successfully gone through a fire.

If blotters are to be distributed as envelope enclosures, it will be well to have them of smaller size, so as to slip conveniently into a No. 6¾ envelope.

Products that are used by school children can be well advertised by blotters and almost any product can get valuable general publicity distribution through school children, where such distribution is permitted.

Many salesmen distribute blotters to advantage.

The Post Office Department has ruled that blotters are third-class matter and therefore may be enclosed with catalogs, circulars, and booklets.

CIRCULARS

16. Circulars, as classed here, are those various sized sheets of advertising literature, not mailable under their own cover, and not made of cardboard. These include dodgers, package inserts, bulletins, and pieces of printed matter that are not properly classified under any of the other forms.

The uses of circulars vary. They are not intended primarily as envelope enclosures though they are often mailed in envelopes. Some circulars, for instance, may be intended for scattering broadcast to workmen as they leave the factory. They may announce a new motion-picture play at the local playhouse, a new grocery store, or solicit votes for a certain candidate.

Circulars are also used to insert in packages of goods to help extend the line. For instance, in a package of crackers will be found a circular advertising a brand of cakes; in a package of cakes, a circular advertising still another kind of cakes, or a chewing gum, or other article manufactured by the same firm.

Fig. 5 shows a circular, printed on both sides, sent out by a publisher of business books. Circulars are used by manufacturers to keep the dealer informed of advertising plans and other items of mutual benefit to dealer and maker. Some circulars even are aimed to produce orders entirely from the solicitation of the circular.

CATALOGS

17. The most important factor in direct advertising is the catalog. Originally the term catalog as used in business meant little more than a price list with illustrations of goods. Today many catalogs do not have any prices at all, prices being published in a separate price list.

Along with the development of direct advertising has come the development of catalogs, and from the brief dry-as-dust descriptions and prices of the old catalog there has developed

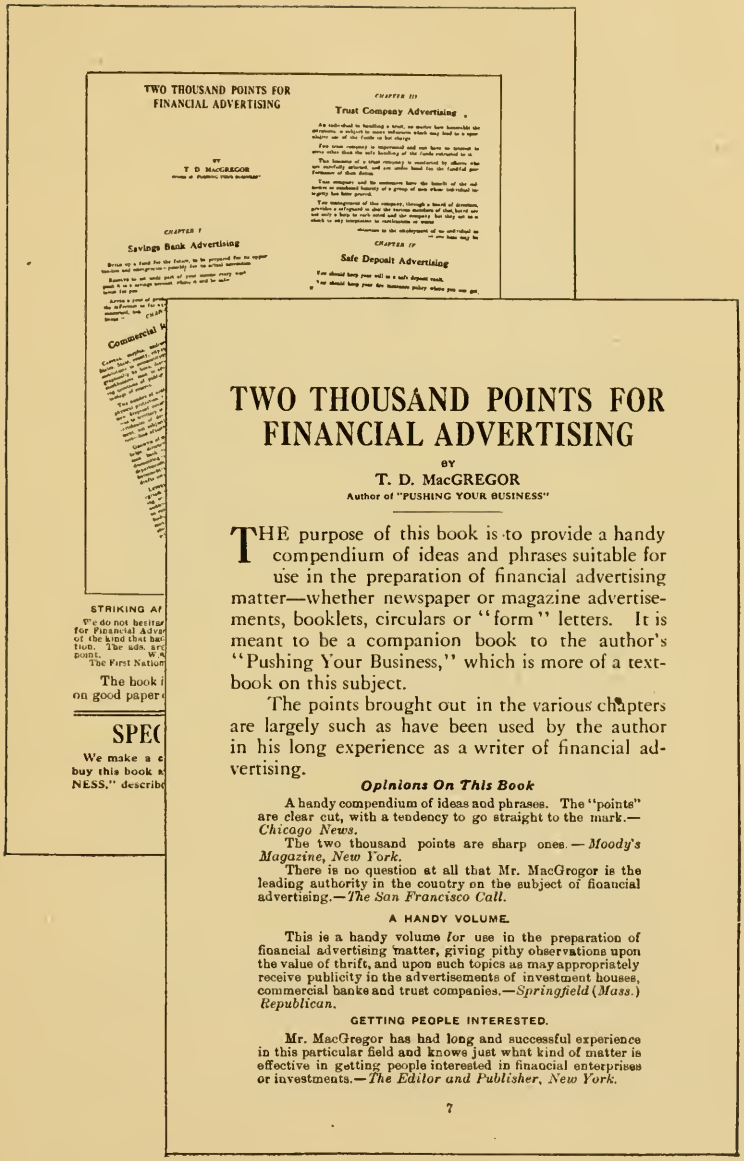

TWO THOUSAND POINTS FOR FINANCIAL ADVERTISING
BY
T. D. MacGREGOR
CHAPTER I
Savings Bank Advertising
CHAPTER III
Trust Company Advertising
CHAPTER IV
Safe Deposit Advertising
TWO THOUSAND POINTS FOR FINANCIAL ADVERTISING
BY
T. D. MacGREGOR
Author of "PUSHING YOUR BUSINESS"
THE purpose of this book is to provide a handy compendium of ideas and phrases suitable for use in the preparation of financial advertising matter—whether newspaper or magazine advertisements, booklets, circulars or "form" letters. It is meant to be a companion book to the author's "Pushing Your Business," which is more of a text-book on this subject.
The points brought out in the various chapters are largely such as have been used by the author in his long experience as a writer of financial advertising.
Opinions On This Book
A handy compendium of ideas and phrases. The "points" are clear cut, with a tendency to go straight to the mark.—Chicago News.
The two thousand points are sharp ones.—Moody's Magazine, New York.
There is no question at all that Mr. MacGregor is the leading authority in the country on the subject of financial advertising.—The San Francisco Call.
A HANDY VOLUME.
This is a handy volume for use in the preparation of financial advertising matter, giving pithy observations upon the value of thrift, and upon such topics as may appropriately receive publicity in the advertisements of investment houses, commercial banks and trust companies.—Springfield (Mass.) Republican.
GETTING PEOPLE INTERESTED.
Mr. MacGregor has had long and successful experience in this particular field and knows just what kind of matter is effective in getting people interested in financial enterprises or investments.—The Editor and Publisher, New York.
7

FIG. 5

the real service catalog that is a highly successful piece of selling literature.

The catalog is now used, as a rule, to create a desire for the goods illustrated and described therein; in many instances it is illustrated in colors, and is really an advertising booklet with the various styles of the line catalogued therein.

A catalog differs from a booklet in that it lists or describes a number of styles or varieties of goods; for example, a line of groceries would require a catalog; a special brand of coffee might be described in a booklet.

Some firms publish catalogs in loose-leaf form, though this practice has not become general by any means. The problem of the loose-leaf catalog is to keep it up to date, as many of those who have it will not file the new sheets as they are received.

Catalogs of advertising matter are often published by large firms doing business through dealers, though these are usually termed portfolios. The use of portfolios will be described later in this Section.

In general, the purpose of the catalog is to bear the brunt of the selling effort. It gives the complete list of articles to be sold, what they will do, and, with the price list, what they cost.

Fig. 6 shows four catalogs on four widely different lines of goods and a short description of them will give an idea of how the catalog is used.

The glazed-ware catalog is that of a firm making many kinds of jugs, bottles, mugs, jars, pitchers, bowls, teapots, etc. of glazed material. Sizes and prices of the styles are shown in connection with the illustrations.

In the drawing-table catalog, which has an appropriate blue cover, little space is taken up with anything other than direct descriptions. The catalog of spices, on the other hand, has a complete story of each different spice listed. No prices are given, as the goods are sold by wagon men direct to the consumer.

The motor-car catalog illustrates styles, with prices, and a part of the catalog is given over to technical descriptions and details.

18. Any campaign for a line composed of more than one style or model will be likely to need a catalog. If there is no such catalog and an attempt is made to have a special booklet on each model, many inquiries will probably be received for "your catalog," and it will be difficult to know what to send. To send

Fig. 6

the complete set of booklets would be quite expensive, as a rule, for the points of all the line will be the same in many cases, and repetition would result.

Some firms issue a series of pamphlets or separate sheets of uniform style, sometimes called bulletins, in each of which one

or more varieties or styles of goods or apparatus are described. Then, in response to inquiries, the set or any part of it may be sent in place of a catalog.

19. Number of Catalogs.—Large mail-order houses find it necessary to issue special department catalogs, as furniture catalogs, grocery catalogs, etc., as well as very large general catalogs. The International Correspondence Schools, with over two hundred courses of instruction to describe, find it a wise policy to use a general catalog that merely outlines each course, for inquirers who do not specify the course desired, and a special-subject catalog for each course to send to those who indicate the study wanted. Recipients of the general catalog often write again, specifying the subject that interests them, thus giving an opportunity for the more concentrated sales message of the special catalog.

BOOKLETS

20. Booklets are next in importance to catalogs in direct advertising campaigns. They are almost universally used for sending in response to inquiries received from advertising in publications. With the booklet stories may be woven around the product, the plant, the advertiser's problems, the prospect's problems, plan, or product. In fact, there are more ways of using booklets than any other form of advertising, for anything from a tiny four-page sheet with a cover to a book bound in boards or even leather, is known as a booklet.

21. The following brief descriptions of booklets that have been used by advertisers will make plain the variety of uses to which the booklet may be put.

One booklet describes a portable projector used by dealers in demonstrating certain classes of goods for sale. It tells of the mission of the projector, its simplicity, efficiency, and portability; explains how it is more convenient to carry than a traveling bag; tells what films may be used in it; quotes some indorsements; describes its versatility and wide scope. The technical

details are then recited, and if one is interested in sales-making by this plan he is interested in this brand of projector.

Another little booklet carries the rather long title "My Dad Wears 'Hipress' With the Red Line 'Round the Top." Two youngsters are pictured looking at a pair of dad's rubber boots. Many styles are illustrated on the inside, and the booklet is almost a catalog in effect.

A small booklet bears the title "A Few Facts." Thirty facts in all are given. The illustrations are war pictures, such

Fig. 7

as "A Motor Machine-Gun Section," "The Track of the Tank," etc., and each fact pertains directly to the life insurance company that issued it.

"What Happened on Section 11" is the curiosity-exciting title of another booklet with a railroad bridge for the cover decoration. It tells the story of a paint test on Section 11 of the Pennsylvania Railroad. The last page gives a short sales talk for the brand of red lead that was so tested and proved satisfactory.

"A Twenty Million Dollar Opportunity" tells the story of a metal-ware sign company.

"One Way to Burn a Hole in the World" recites the successful efforts of an advertising agency—rather an unusual agency advertisement, by the way—and in the booklet several pieces of copy that had been prepared in a certain campaign are reproduced.

"The Telegraph in Selling" is the means of making more users of the telegraph for the purpose of order-soliciting.

"Illustrating Fine Merchandise," Fig. 7, is a booklet to advertise a certain brand of paper, while the same illustration also shows "My Home—why not yours?" a board-bound booklet advertising varnish. In the varnish book the first 19 pages are almost exclusively on decorating the home interior, only slight references being made to the manufacturer's product.

A 96-page booklet, "My trip through the Larkin Factories," is written by a woman of wide reputation, Marion Harland, and serves as an indirect advertisement for the entire Larkin line.

Booklets are educational in their nature, or should be. Even an old customer might read the Larkin booklet with benefit to herself and the company because she would learn the wide range of products sold which she could use to advantage.

Many manufacturers furnish booklets for distribution with or without the imprint of their local representatives.

Special products, new lines, and new services may well be treated in booklets.

FOLDERS

22. Folders are, as a rule, used to alternate with letters, booklets, broadsides, mailing cards, etc., in a direct-advertising campaign.

The term *folder*, as here used, means any form of direct advertising that folds and yet is not correctly classified as circular, or envelope enclosure, or broadside. The folder at its best is a piece of direct advertising that by reason of its fold leads the reader on. A virtue has been made of the fold, in other words, and the mere folding is not used to get the piece

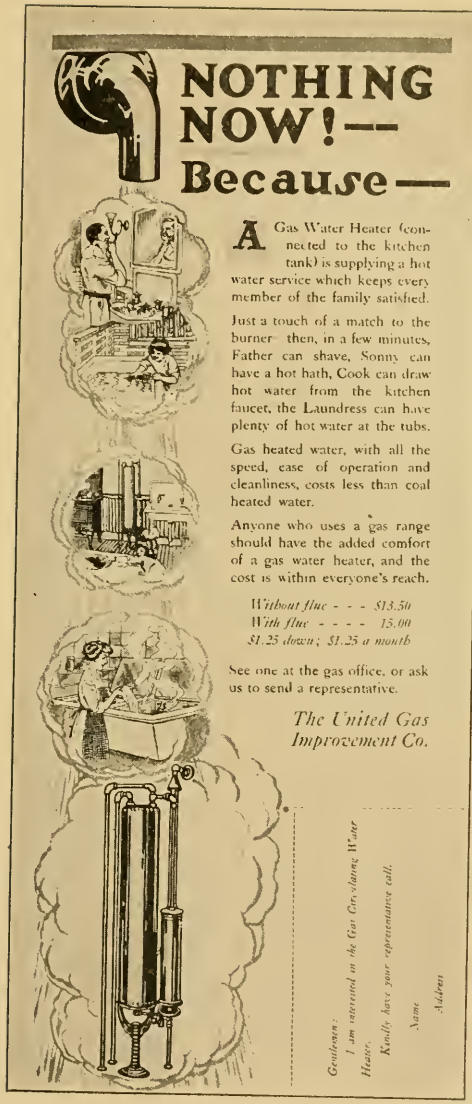

NOTHING NOW!—
Because—
A Gas Water Heater (connected to the kitchen tank) is supplying a hot water service which keeps every member of the family satisfied.
Just a touch of a match to the burner—then, in a few minutes, Father can shave, Sonny can have a hot bath, Cook can draw hot water from the kitchen faucet, the Laundress can have plenty of hot water at the tubs.
Gas heated water, with all the speed, ease of operation and cleanliness, costs less than coal heated water.
Anyone who uses a gas range should have the added comfort of a gas water heater, and the cost is within everyone's reach.
Without flue - - - $13.50
With flue - - - - 15.00
$1.25 down; $1.25 a month
See one at the gas office, or ask us to send a representative.
The United Gas Improvement Co.
Gentlemen:
I am interested in the Gas Circulating Water Heater.
Kindly have your representative call.
Name
Address

FIG. 8

to a certain size. Such folders are mailed at third-class postage. The folders offer great possibilities for stunts and the "stunty" folder is almost sure to attract attention—whether or not it will sell goods.

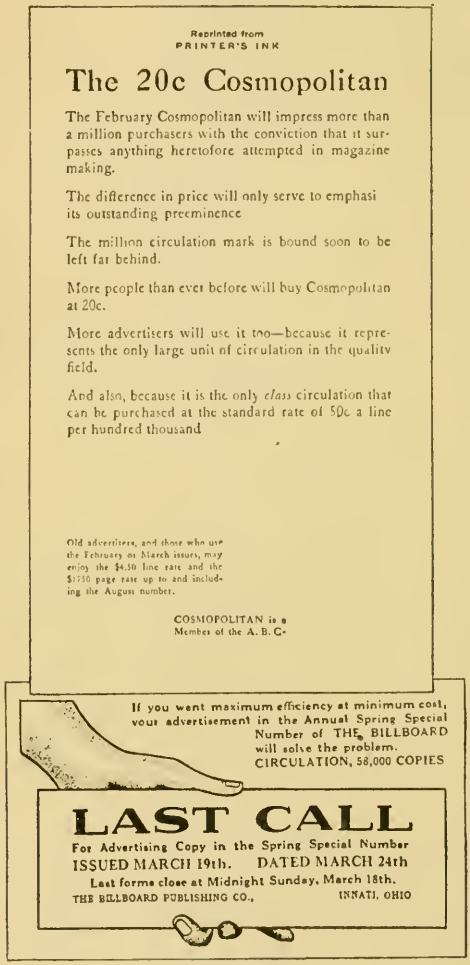

Reprinted from
PRINTER'S INK
The 20c Cosmopolitan
The February Cosmopolitan will impress more than a million purchasers with the conviction that it surpasses anything heretofore attempted in magazine making.
The difference in price will only serve to emphasi its outstanding preeminence
The million circulation mark is bound soon to be left far behind.
More people than ever before will buy Cosmopolitan at 20c.
More advertisers will use it too—because it represents the only large unit of circulation in the quality field.
And also, because it is the only class circulation that can be purchased at the standard rate of 50c a line per hundred thousand
Old advertisers, and those who use the February or March issues, may enjoy the $4.50 line rate and the $3750 page rate up to and including the August number.
COSMOPOLITAN is a Member of the A. B. C.
If you want maximum efficiency at minimum cost, your advertisement in the Annual Spring Special Number of THE BILLBOARD will solve the problem.
CIRCULATION, 58,000 COPIES
LAST CALL
For Advertising Copy in the Spring Special Number
ISSUED MARCH 19th. DATED MARCH 24th
Last forms close at Midnight Sunday, March 18th.
THE BILLBOARD PUBLISHING CO., INNATI, OHIO

FIG. 9

One of the principal uses for the folder is to illustrate mechanical features of a product. For instance, one folder shows the complete operation of a patent egg-carrier. The reader keeps on unfolding until in the end he has twelve eggs on the table, whereas he started with a package of eggs in a market basket.

As a rule, the folder is mailed under its own cover.

Fig. 8 illustrates a folder unfolded, advertising a hot-water heater and showing the progressing idea by a series of pictures.

In using folders it is usually the custom to have a return postal card either as a part of the folder itself, or a separate postal card attached to the folder with a small paster or clip. When attached to the folder, perforations make tearing off easy.

MAILING CARDS

23. As considered in this text, mailing cards are different from folders in that they do not fold. The term is used to designate any size of cardboard, not folded, that may be mailed under its own cover as a single piece.

Mailing cards are the bulletin-board style of direct advertising. As a rule, they are used to make announcements, to introduce new salesmen or new dealers, new styles, etc.

Fig. 9 illustrates two mailing cards. One is printed on a regular government postal card and announces the closing date of a magazine, the other is on very heavy cardboard reprinting a magazine advertisement that originally appeared in *Printer's Ink*.

Mailing cards are generally used where something less expensive than a folder is desired. They should not be confused with postal cards. A mailing card is subject to third-class postage rates, while a postal card is first-class and subject to the restrictions of that class.

Securing actual sales from the use of a mailing card is rather difficult, and any mailing card must be strongly illustrated, well displayed, and carry good copy, to product results, but as a part of a reminder campaign its usefulness is not questioned.

BROADSIDES

24. The usual purpose of the broadside is to make an impression of bigness. Frequently, therefore, the manufacturer uses it to impress the dealer with his advertising campaign.

Broadsides require a big sheet of paper and therefore are expensive for a large list.

Fig. 10 shows a broadside that, when opened, measured 36 inches wide by 24 inches high, and folded down to $6\frac{1}{2}\times 9$ inches for mailing. It was issued by a lighting company to sell their dealers on the manufacturer's advertising campaign. It was designed, too, for window-display purposes, for the back fold bears this message: "Open this up and hang it in your window where every one can see it."

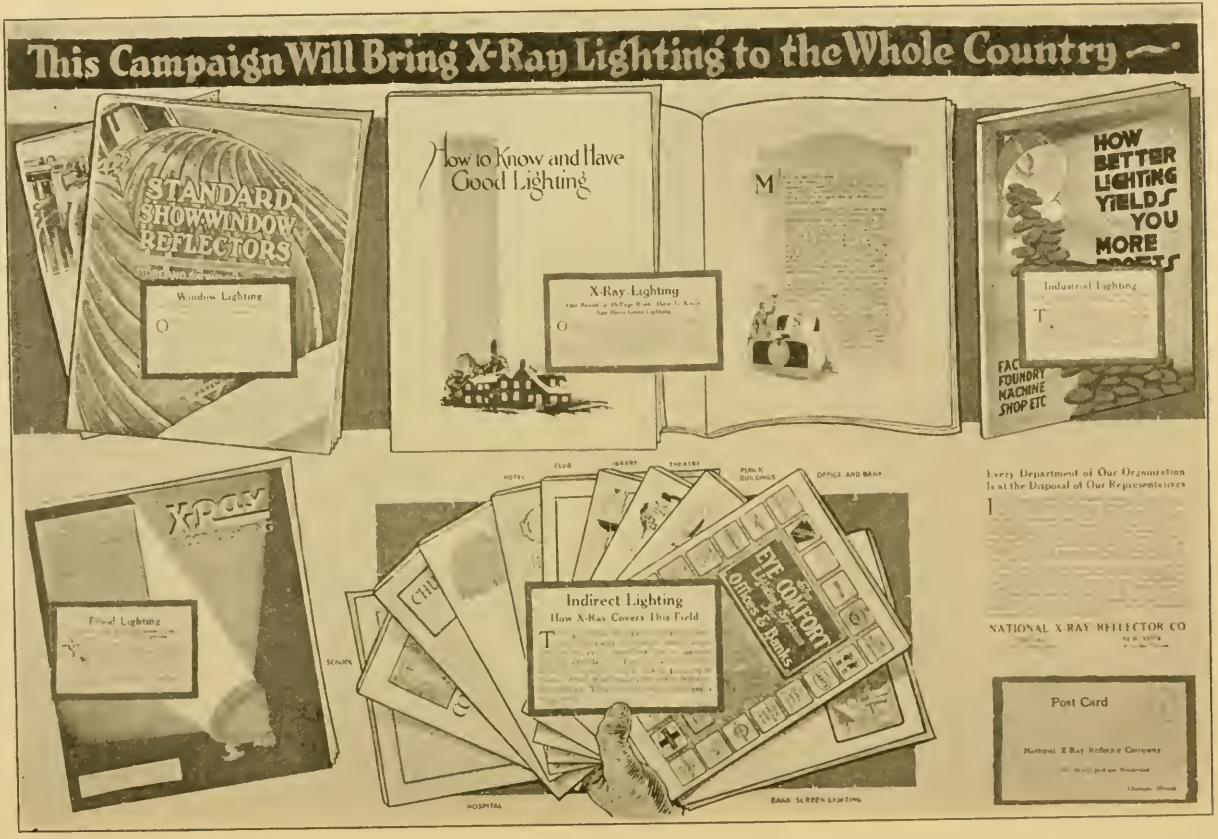

This Campaign Will Bring X-Ray Lighting to the Whole Country
STANDARD SHOWWINDOW REFLECTORS
Window Lighting
How to Know and Have Good Lighting
X-Ray Lighting
HOW BETTER LIGHTING YIELDS YOU MORE
Industrial Lighting
FACTORY FOUNDRY MACHINE SHOP ETC
Fixed Lighting
Indirect Lighting
How X-Ray Covers This Field
EYE COMFORT
Offices & Banks
Every Department of Our Organization Is at the Disposal of Our Representatives
NATIONAL X-RAY REFLECTOR CO
Post Card

Fig. 10

SALES LETTERHEADS

25. Sales letterheads, or pictorial letterheads, as some call them, are usually twice the size of the ordinary letterhead, or about 11×16 inches, folding down to 8×11 inches for the front page.

Their use is principally to bridge the gap between a letter and a booklet at less cost than the booklet. They are valuable, too, where the product is so technical or the line of goods so varied that it is well to show illustrations in connection with the sales letter.

Some few sales letterheads are regular size only, and the illustrated portion is printed on the back of the regular letterhead. This gives an inartistic appearance and the effect produced on the prospect is not favorable. The advantage of the two-sheet or four-page letterhead is that while enclosures may be dropped or discarded before the letter reaches the person of real authority, this extra sheet ties a small amount of advertising permanently to the letter. It is an effective way of presenting a few selected indorsements or similar matter. It follows that the advertising matter used in this way should be carefully selected and probably changed at frequent intervals.

Fig. 11 shows a series of four sales letterheads used by a steel-furniture concern for circularizing lists of prospects furnished them by their dealers. The one headed "An Announcement" shows the front where space is left for the letter. All sales letterheads have this space for the typewritten or printed message.

ENVELOPE ENCLOSURES

26. Some call envelope enclosures "stuffers." Many of them are in truth merely stuffers. Real sales-making arguments, however, can be set forth in a strong envelope enclosure.

Envelope enclosures are largely used by advertisers selling through dealers. They furnish the dealer with reasonable quantities, usually without charge, imprinting the dealer's

An
Announcement
Better
Working
Conditions
$8.05 Starts this Sectional
Vertical Steel File
in Your Office
SPRINGFIELD, MASS.
e Fire Bell Rings Tonight-
Art Metal Robs Fire and Wa
of their Power to Harm You
POST CARD
Art Metal Throughout
Springfield

FIG. 11

name and address somewhere on the enclosure. In that way they pass on to possible prospects millions of pieces of advertising about their product. The effect on sales ultimately is certain to be noticed.

One of the fountain-pen companies that is a frequent user of direct advertising furnishes enclosures referring to the different gift seasons, like Christmas, graduation time, and so on.

Envelope enclosures are used by many concerns to supplement their sales letters. Their correspondents can then write

FIG. 12

a short, snappy letter that is almost sure to be read, which refers to the details on the envelope enclosure. Moreover, many propositions can be made more attractive by pictures and printing than by trying to tell everything in typewriting.

The cost of advertising by envelope enclosures is very small. Enclosures printed in two colors have been obtained at $10 to $15 per thousand, exclusive of engravings, and for less in

large lots. The cost of getting enclosures distributed is almost nothing. Most of the first-class mail that is sent out is under weight enough to carry a small mailing enclosure at no added cost.

One cordage firm includes with the invoice on a coil of their rope a little envelope enclosure giving specific instructions how to uncoil rope.

FIG. 13

Fig. 12 illustrates several envelope enclosures. The fountain-pen enclosure is imprinted on the back fold. It gives actual prices on a number of different kinds of pens. "Taking the sting out of it" is designed to produce direct advertising business for a firm of printers. It could be imprinted, if it were a dealer enclosure, on the inside lower fold, for the lower fold extends an inch or so below the upper fold.

"The Pee-pul's Voice" is an enclosure for another firm of printers. The chair enclosure is a manufacturer's enclosure imprinted on the front page with the dealer's name and address.

NOVELTIES

27. Novelties are in effect direct advertising. Enthusiastic novelty men would probably deny this, but their effect is similar to direct advertising, and their distribution the same.

Fig. 13 illustrates an eraser and a calendar—two forms of novelty direct-advertising pieces; the calendar is, of course, greatly reduced in size. The eraser has on the reverse side an

advertisement of the line of furniture, and the calendar likewise carries an advertisement on the reverse side.

The forms of novelties are innumerable (that is why they are novelties), but their use is merely to create good-will.

PORTFOLIOS

28. Portfolios are mammoth booklets and their purpose is about the same as that of broadsides—that is, to be used where an impression is to be created. Portfolios are used by advertisers to impress representatives; they sometimes are big enough so that full-size advertisements from various publications, booklets, folders, and all other forms of advertising that may be used may be pasted in them.

Another frequent use of portfolios is to sell advertising to the advertiser. A portfolio of envelope enclosures, or one containing booklets, advertising copy, layouts, or art work is quite impressive and makes good selling literature for the printing house that prepared it

---

POSTER STAMPS

29. Poster stamps may be classified as a part of direct advertising. They were quite the craze in Europe at one time, but never achieved the popularity in the United States that their sponsors suggested they would. They are used on letters and envelopes, or are distributed through dealers who place them on packages, and so on. They might be called miniature billboards and they belong to the purely publicity type of advertising.

HOUSE ORGANS

30. One of the chief forms of direct advertising is the house organ, which will be treated fully in the Section on *House Publications*. It is sufficient here to say that the house organ, or house publication, is a form of direct advertising that is continuous in its appeal, and can be used in many lines of business. Results produced by house publications show that

they are a most excellent method of advertising when properly handled. There seems to be a tendency in house organs intended for consumers to outgrow themselves; that is, they grow costly as circulation mounts into big figures. When this point is reached the concern has usually grown to a size and importance that makes the house organ less necessary and perhaps too great an expense.

SAMPLING

31. Sampling is, as a rule, practiced through the dealer, and so has been treated in the Sections on *Retail Advertising*, Part 1, and *Management of General Campaigns*, Part 2, but sampling is really a part of direct advertising. A certain gum manufacturer some years ago backed up his billboard, publication, and street-car advertising in many cities by a direct-by-mail campaign of sampling, sending a full package of a new brand of gum to every one listed in the telephone book.

Samples themselves are usually accompanied by some piece of direct advertising.

DIRECT ADVERTISING AS APPLIED TO SPECIFIC PROBLEMS

SUPPLEMENTING PUBLICITY

32. One of the principal uses of direct advertising is to supplement general publicity, or publication advertising. It can be used in this way to supplement not only advertising in magazines, but also in newspapers, street-car cards, or billboards, etc.

Having appropriated a certain sum for advertising in various publications, the wise firm immediately appropriates a certain percentage for direct advertising to advertise such advertising and to supplement it by methods of answering inquiries and following up the advertising in other ways.

Proofs of advertisements that have been or are to be used in the publications can be sent to dealers and their cooperation secured. Jobbers can be shown the advertising campaign in a

broadside, and jobbers' salesmen can be enthused by mailing cards, folders, and portfolios.

A circular letter, folder, or mailing card may be sent to choice prospects calling their attention to a certain publication advertisement, thus increasing its value.

PAVING WAY FOR SALESMEN

33. Another use for direct advertising in its many forms is in paving the way for salesmen. The experience of manufacturers shows that where a series of letters, folders, mailing cards, etc. has preceded the salesman's call he finds the purchasers in a more receptive mood and it takes less time and effort to complete his sales. The Section on *Advertising Letters* tells how letters are used to assist the salesman.

According to one publication, one of the large manufacturers made a test as follows: An investigation showed that it cost $11.23 for each salesman's call. A personal letter from the sales manager cost 35 cents.

With a series of three letters to retailers this company greatly reduced its cost of salesman's calls. The first letter announced that the salesman (name given) would call on the retailer, and gave the approximate date; the second stated that the salesman was in a near-by town and told the exact date on which he would arrive. The third was a good-will letter, written after the salesman had called, either thanking the retailer for the order, when given, or thanking him for the courtesy extended the salesman in allowing him to show the goods.

Two years previously, when no letters were written, the salesman averaged one order in seven calls. During the year in which letters have been written, the average was one order in five calls. Thus at the cost of $1.05 (35 cents per letter) this concern saved $22.46 in non-productive calls (two calls at $11.23 each), a return of 2,200 per cent. on its investment.

PRODUCING ACTUAL BUSINESS

34. A direct-advertising campaign can often be made to produce large and quick business results. A firm of tobacco manufacturers in Chicago secured 5,200 dealers in two weeks (fourteen days) by a direct-advertising campaign.

By means of a direct-advertising campaign one manufacturer selling through dealers was able to get nearly 40 per cent. of his dealers to put in a special window display.

In ten years one life insurance company, by the aid of direct advertising, has built up a business with 7,956 persons for a total insured amount of $14,199,284. Selling insurance by mail is perhaps the hardest of all things to do. Of course, inquiries were secured through magazine publicity.

The problem in planning a direct-advertising campaign, however, is not always directly to make the direct advertising sell goods. Sometimes good-will is to be built up; sometimes it is designed merely to impart information.

FOLLOW-UP WORK

35. Follow-up work necessarily is done by direct advertising and the words follow-up have come to mean direct advertising. An inquiry resulting from a publication advertisement is usually answered by a letter, or a sales letterhead. Then the prospect receives an assortment of direct-advertising pieces according to the plan of the campaign.

POSTAGE FOR FOLLOW-UP MATTER

36. Matter Under 1-Cent Stamps.—Where form letters are sent to a class of people that do not receive much mail, it has been demonstrated that letters mailed under 1-cent postage receive about as much attention as those sent under 2-cent postage. Many high-grade concerns send out form letters to inquirers under 1-cent postage. They take it for granted that a person making an inquiry is interested

enough to read what is sent in response and does not care what postage stamps are used.

37. Matter Under 2-Cent Stamps.—Form letters that are sent to persons accustomed to receiving a great deal of mail, or that relate to some very personal matter, should be sent under 2-cent postage. The busy business man is not likely to pay much attention to a letter bearing a 1-cent stamp unless there is some unusual reason for doing so. A letter, for instance, endeavoring to interest business men in some kind of investment should by all means be sent under 2-cent postage.

FOLDERS AND ENVELOPE SLIPS IN FOLLOW-UPS

38. It should not be thought that follow-up systems consist entirely of letters. A great many sales have been made, and just as many lost, through the printed matter enclosed with correspondence. The enclosure is a greatly abused thing. It is a frequent discovery to find as many as six enclosures in a single letter, and it is a still more frequent occurrence to find 75 per cent. of all enclosures wide of the mark, poorly gotten up, and totally lacking in sales value. Clever enclosures or *necessary* ones like testimonials, folders, samples of cloth, paint-film, color schemes, color prints, photographs, etc. can be enclosed to advantage in letters. Also certificates, imitation stock coupons, novelties, memorandum books and the like, are often used effectively, but it must be borne in mind that they must be as good as the letter and as *definite in purpose* or they may as well not be enclosed at all. It is often necessary to use a folder in connection with the letter in order to give full details of the article or the service that is to be sold. In such cases, the letter and the folder strengthen each other, and no more postage is required to carry both than is required to carry one. A four-page folder full of new and convincing testimonials or other equally strong matter, sent along with the third letter of a follow-up system, may prove to be just what is needed to convince the prospect and to bring the order.

A folder also may relieve the letter of many technical details.

Many large advertisers have various envelope slips that they send out with form letters, and it is not unusual for these slips to bring in enough business to meet the cost of the entire follow-up matter. Publishing houses, for instance, send out such slips to announce their newest books; mail-order dealers use them for exploiting some specialty that they have just begun to handle; and so on.

Sometimes it is advisable to continue a series of alternating letters, folders, and cards for many months, striving to have a pleasing variety, so that the recipients of the matter will not become bored. In such cases, the various pieces of the follow-up matter should not be sent out in haphazard style. The entire schedule should be carefully planned in advance, and a careful record kept of the results of each piece so far as is possible.

DEALER WORK

39. When a concern disposes of its products through the dealer, its problem is not only to get the consumer to ask for the product but to get the dealer to supply the demand, to learn the selling points of the product, to stock it, push it, and continue to increase its sales.

Direct advertising is an efficient means of doing this. By means of a direct-advertising campaign, including a house organ, the dealer can be taught to sell the product. An effort can be made to supply him with all the dealer helps he will use and to see that he uses them. These helps will, in most cases, have to be imprinted before being sent to the dealer to insure his using them and to keep him from marring them with a rubber stamp imprint. From a legal standpoint it must be remembered *not* to imprint the dealer's name as *agent*. Such wording as *Sold by* is safe. This point is considered in the Section on *Law an Advertising Man Should Know*.

By means of direct advertising, contests may be staged between the dealers or between salesmen and sales largely increased. One firm increased its sales nearly $250,000 in an off season by a direct campaign.

HOW THE WHOLESALER CAN USE DIRECT ADVERTISING

40. The case of the tobacco wholesaler mentioned in Art. **34** is a concrete instance of how the wholesaler can use direct advertising.

41. Wholesalers frequently buy in large quantities and their profits often depend on their ability to sell their purchases while still on the road. A feed wholesaler built up a considerable business solely by means of inexpensive mailing cards giving the prices per ton of various cars of feeds that had been shipped him. The nearer they were to their destination, the more he shaded the price, because he had to move them, having no storage capacity to amount to anything. By this means he used the railroad cars for his storage houses.

42. Another use of direct advertising for the wholesaler is to alternate it with the salesman's calls. In the case of a wholesale grocery firm, the margin of profit is not large and the salesman cannot afford to call at all of the smaller and out-of-the-way places every week, so a series of mailing cards, price lists, etc. will keep the house in touch with these smaller buyers.

A salesman for a wholesale house, who had a capital of less than a thousand dollars, rented a warehouse, 20 ft.×40 ft., and stocked it with goods, going into the wholesale business for himself. His first move was to prepare a modest circular, and this he mailed to retailers whose trade he was after. It brought some immediate returns. A catalog was issued and the mailing list increased, with a consequent increase in business.

This same concern today wholesales nearly fifteen million dollars worth of goods to thirty thousand or more retail merchants in America. It occupies twenty acres of floor space and is rated at more than a million dollars.

HOW THE RETAILER CAN USE DIRECT ADVERTISING

43. The retailer can well use direct advertising because he is in all likelihood handling any number of different lines already advertised in the magazines, in newspapers, on the billboards, etc. By the use of carefully planned direct advertising of his own and that furnished by the wholesaler or manufacturer he can tie up his store with the general campaign.

Even where a dealer handles goods under his own brand he can make use of direct advertising. Well-thought-out letters to a select list of customers have proved effective in retail work. A series of mailing folders along the lines of the booklet used by the mail-order advertiser can be used. If the retailer is handling a style or seasonal product he can issue letters or folders at the height of the style season. In clothing, for instance, this would be spring and fall. In many cases the retailer can use folders or letters, or both, to advantage every month or oftener.

Such a campaign will accomplish three things: (1) It will continually remind regular customers that the advertiser wants to retain their trade; (2) those who are not already customers will have the advertiser's name kept before them, and later when ready to purchase they will probably patronize the advertiser; (3) those who do not read newspaper advertisements or who have been interested by magazine or other advertising of the manufacturer or wholesaler, will learn that the retailer is the local outlet for such products.

The retailer has one means of distributing his direct advertising that is not practicable for many other dealers; he can make use of house-to-house distribution, often at a considerable saving over the use of the mails and in some cases with better results.

Some cities forbid house-to-house distribution, so it is well to look into the local laws before trying such a plan.

44. A Portland, Me., firm of clothiers and men's and boys' outfitters divides its mailing list of about 3,000 well-selected names into two parts, one for the men's department and the

other for the boys', and these parts in turn are divided to indicate those in town and those out of town. This classifying saves waste; for instance, a catalog is prepared for mail-order purchasers that they may use for future reference and as a guide to the different stocks. This catalog would be of practically no interest to the city mailing list.

Suitable matter is mailed to this list four to six times a year. Three of these mailings are never deviated from. These are a spring fashion booklet, a fall fashion booket, and the regular New Year's greeting. Letters and booklets form the major part of this firm's campaign, though they have added to their popularity and incidentally to their list of profitable names by the use of a novelty gift, a key ring with a little plate so worded and numbered that should the bunch of keys to which the plate is attached be lost, the finder will bring them to the store for identification.

45. Direct advertising offers great opportunity to the retailers in the smaller cities and towns for the extension of their territory. It is especially true in these days of improved roads and the automobile that the retailer may draw from a wider surrounding territory by skilfully planned direct-by-mail matter.

HOW THE BANKS CAN USE DIRECT ADVERTISING

46. Bank patrons are usually easily located. Therefore, the use of direct advertising by the banker is quite logical. A bank can watch the birth column in the daily paper and address a letter to the new arrival in the home, offering a free savings bank, for instance, and inviting "him" or "her" to use this bank when the time arrives. This will produce a good-will effect even though the parents are already banking elsewhere.

Those moving into the community may be welcomed by a letter, and an indirect suggestion that they call at the bank will probably result in several accounts.

One bank in the West increased its deposits by more than $200,000 in four years by a small house organ sent regularly to prospective and actual depositors.

In the South, at the time the cotton crop is sold, the local planters may be circularized and new banking connections opened up. In other sections the time when the biggest local crop is harvested is a good time to circularize. A consistent campaign at all seasons is well worth while.

HOW THE MANUFACTURER USES DIRECT ADVERTISING

47. One manufacturer who had used with poor results something over $10,000 in publication advertising to sell dealers on a certain cooperative campaign, then took up a series of direct mail advertisements to the same prospects and produced more than enough direct returns to pay for the campaign.

Direct advertising brings results quickly, or not at all, as a rule, and this is the reason why the manufacturer has found it so much to his advantage. No campaign is really complete without some direct advertising.

Some manufacturers produce a highly specialized product—as a mammoth turbine, for instance. The possible users of these turbines are limited and usually well known in advance. General campaigns would not interest a sufficient number to pay their way. A direct-advertising campaign permits the manufacturer to go direct after the business of those whom he knows are possible prospects.

A manufacturer of an office appliance by means of a direct advertising campaign doubled the number of dealers in little more than two years with a proportionate increase in volume of business.

HOUSE-TO-HOUSE SAMPLE DISTRIBUTION

48. The distributing of samples from door to door is a form of direct advertising that often is effective.

Samples are also distributed by mail. The chewing gum manufacturer mentioned in Art. **31**, sampled the complete list published in the telephone directory of a large city, sending sample packages of his new brand of gum and a short letter. It was one of the means used to introduce this new brand in an already crowded market.

MECHANICAL DETAILS OF DIRECT ADVERTISING

MAILING LISTS

49. Aside from the ways and means of direct advertising, there are several mechanical details that must be given careful consideration.

The first and foremost problem is how to secure a mailing list and how to keep it up to date. The mailing list makes or breaks the campaign and is a detail that must be given first consideration. It has been said that a mailing list is a gold mine or a sink hole. Each dead name is a dead loss in postage, labor, and printed matter. Each live name is a live asset in proportion to the wisdom with which it is handled.

No list will be 100 per cent. perfect at any time, and the older the list is, the more inaccurate it will become by reason of removals, changes of addresses, deaths, changes in business partnerships, etc.

50. Sources of Mailing Lists.—There are at least eight definitely settled ways of securing a mailing list: Answers to advertisements, purchase of lists from firms making a business of selling lists, reports of salesmen, directories, rating books of commercial agencies, press clippings, government records, and the advertiser's ledgers.

51. Any firm that is doing publication advertising will receive some answers, whether trade, class, or general mediums are used. These answers, naturally, form a first-rate mailing list.

52. It is possible to buy classified lists from concerns making a business of compiling such lists. If, for instance, a manufacturer makes a style of shelving peculiarly adapted to chain shoe stores, he can buy a list of such chain shoe stores and circularize them direct. Those having something to sell to libraries can obtain a list of libraries. A list of the owners of cer-

tain makes of automobiles may be secured by those selling a new accessory for automobiles.

53. Salesmen should report regularly the names and addresses of those on whom they call, and the reports of these calls may be used to form a regular mailing list. The salesman now covering certain territory may leave, and it will be well to follow up his efforts, on behalf of the new salesman. Moreover, the salesman now covering the territory can be helped to increase his sales by a direct-advertising campaign.

54. Directories form a fertile field for lists. There are city, telephone, and classified directories; then there are directories of many of the trades, as well as directories of commercial, advertising, fraternal, labor, and social organizations. There is likely to be a large percentage of duplication in using several directories, because the same names will be listed by all.

55. The rating books of the commercial agencies are used by many to make up mailing lists. There are two points against them: no street addresses are given and in certain large cities the post offices will not supply the missing street addresses, also it is hard to compile a list from the rating books on any general basis except estimated wealth. Though they give the class of trade or manufacture, to compile a list of butchers in a state from a rating book is a tedious job. Rating books should be used to check mailing lists for financially responsible prospects.

56. Press clippings are useful sources of information. From them one can learn the names of advertisers, secure notices that relate to a particular proposition, whatever it may be, as fires, removals, real-estate purchases, business changes, new banks and other corporations, etc. A good press clipping bureau will furnish information along definite lines.

57. There is an almost unending list of governmental records that will help the advertiser in planning a direct-advertising campaign. In the cities he can use the city tax lists, permits, licenses, marriage records, building permits, etc. In the

counties and state there will be the registration lists, county tax lists, labor and commerce reports, etc. Nationally there are income-tax lists, labor and commerce records, etc.

58. The one obvious, yet most frequently overlooked, source of live names for the advertiser is his own ledgers. Good buyers may be made into better ones; accounts that have lapsed may be reopened. This source, too, is not likely to be used by the competitor, which is an advantage over the use of any public lists.

59. Valueless Lists.—For the use of the advertiser of breakfast food, flour, clothing, or any article of common use, lists of unselected or unclassified names and addresses, such as those copied from a directory, are usually not worth the paper on which they are written. There is nearly always some good material in such a list, but the cost of covering a large number of names to get in touch with a few persons that may be interested makes it unprofitable.

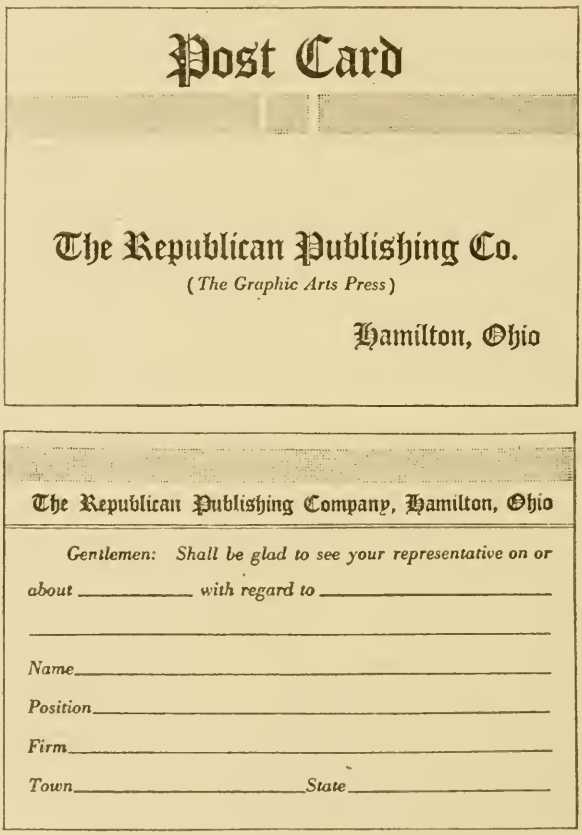
Advertisers are often importuned to buy lists made up of names of all persons in certain counties, or of all taxpayers in some city. Such lists may be safely left alone, unless the occupations of the persons covered in the list are so closely related to what the advertiser is selling that these persons are likely to be interested. Such a general list might be valuable to a newspaper canvassing for new subscribers, but this is an exception to the general rule.

Time may entirely destroy the value of a once valuable list, and most lists deteriorate rapidly. It is not enough that a mailing list should be corrected once a year, but great stress should be laid upon the fact that it must be kept alive month by month, and corrections should not be allowed to pile up but should be made immediately. If the advertiser is in doubt about the value of a seemingly good list, he should try a hundred names and watch results before going to great expense.

60. Method of Determining the Value of a List. Following are several questions that the advertiser should answer satisfactorily before purchasing a mailing list:

Are the persons on the list likely to be interested in my offers?

Have the names and addresses been compiled recently? If not, has the list been revised intelligently, addresses brought up to date, and all "dead" names cast out?



Post Card

The Republican Publishing Co.

(*The Graphic Arts Press*)

Hamilton, Ohio

The Republican Publishing Company, Hamilton, Ohio

Gentlemen: Shall be glad to see your representative on or about _____ *with regard to* _____

_____

Name _____

Position _____

Firm _____

Town _____ *State* _____

Fig. 14

Has the list already been used so much that its value has been exhausted or seriously depleted?

Unless the advertiser is thoroughly satisfied on these points, he will do well not to purchase, but to make a conditional pur-

chase; that is, to purchase the right to use a specified part of the list, the sale of the whole to be dependent on the results received from his test.

RETURN POST CARDS

61. If a campaign of direct advertising is intended to produce results in direct returns, a return post card should be included with every piece sent out. Nothing is more likely to improve the results than the return post card.

There are two kinds of post cards, attached and detached. As a general rule, it seems that those detached from the mailing piece produce slightly in excess of those attached as a part of it. Fig. 14 shows both sides of a detached card. On either kind, if the customer's personal signature is not required, the prospect's name and address may be placed on the card as a signature before mailing it to him. Then he has only to mail it. Many advertisers run the return cards through an addressing machine before sending them out with the mailing. Fig. 15 shows a three-fold folder, the third fold of which is a return post card, to be detached.

62. A convenient use is frequently made of the post card to fasten the piece for mailing. Fig. 16 illustrates such a folder with the post card on the outside of the piece. This particular post card serves two purposes: it not only fastens the piece for mailing but is already signed with the prospect's name, and that signature by the manner of using is also the address used to mail the piece to the prospect. When folded, the outside of the folder shows the halftone part, "The Invisible Machinery of the Stock Market," and the card, folded up over the edge and inserted in the slot, locks the folder together. Thus the upper part of the card is covered and only the lower part bearing the prospect's name and address can be seen and this serves as the address for the folder.

ARE YOU FIT FOR SERVICE?

The vital question today — in *War* and in *Business* — is briefly this. . . . . *ARE YOU FIT?*

This is an age of "the survival of the fittest." Big duties; major responsibilities are ahead of every fighting, working, thinking man in America The world conflict is a test of *fitness*. *SO IS BUSINESS.*

You can find out quickly and accurately how you "stand" physically at Battle Creek—where the body is examined and the efficiency measured with scientific precision—all guesswork eliminated.

And more than that—you can build yourself up to high health standards at Battle Creek—get quickly in "fighting trim" for big business battles.

"Physical Preparedness" is now of equal importance to the man on the firing-line of Battle, and to the man on the firing-line of Business.

"THE MEASURE OF A MAN" is a book that tells the timely tale of "physical fitness." Send the card and read the book—*free*.

THE BATTLE CREEK SANITARIUM - - BATTLE CREEK, MICHIGAN

HEALTH RECRUITING STATION

THE MEASURE OF A MAN

Send the *FREE* book that tells the timely tale of "physical fitness" and its importance to me.

Name_____

Street_____

City_____

State_____

Learn to fight the Battles of Business at Battle Creek

FIG. 15

The Invisible Machinery
of the
Stock Market
"LET'S GET ACQUAINTED"
The Invisible Machinery of the Stock Market
THE LANGUAGE OF THE STOCK MARKET
THE WORKING VALUE OF SECURITIES
JONES & BAKER
STOCK BROKERS
NEW YORK 50 Broad Street—505 Fifth Avenue
CHICAGO 29 So. La Salle Street
PHILADELPHIA Widener Building
BOSTON 85 Devonshire Street
PITTSBURGH 330 Fourth Avenue
Private Mailing Card
JONES & BAKER
50 BROAD STREET
NEW YORK, N. Y.

FIG. 16

ORDER BLANKS

63. Order blanks may or may not be post cards. Where post cards are not used, frequently inexpensively printed order blanks are enclosed not only to make it easier for the prospect to order but to form a means of checking the returns from a particular mailing.

IMPRINTING DEALERS' AIDS

64. In using direct advertising through dealers, an almost invariable rule is that it be imprinted with the dealer's name and address. Fig. 17 illustrates the methods by which direct advertising is imprinted for the dealer. This imprinting is sure to arouse more interest in the dealer than if the pieces are not imprinted and, moreover, may keep him from marring an otherwise good piece of printing with a rubber-stamp imprint.

For convenience in handling it is usual to imprint direct advertising for dealers in one of two places, either on the front, as in the case of the pencil advertisement, or on the back as in the case of the steel-furniture advertisement. Some, though, are imprinted on the inside of the piece by having the lower sheet extend below the upper one, as in the case of the refrigerator advertisement in Fig. 17.

POSTAL INFORMATION

65. Domestic Mail Matter.—Domestic mail matter includes matter deposited in the mails for local delivery, or for transmission from one place to another within the United States, or to or from or between the possessions of the United States, and is divided into four classes.

The following information in regard to classes and rates of mail matter is true at the time it is written. It should be remembered, however, that postal laws and regulations are subject to change, therefore in planning an advertising campaign in which any extensive or unusual use is to be made of the mails it is always advisable to consult the latest edition of the Postal Guide, or the postmaster, to determine what rates or

regulations may apply to the particular case. A slight difference in the form, substance, or enclosure of a piece of advertising matter may determine whether it is subject to first-, third-, or fourth-class rates.

66. First Class.—Included in the first class are: Letters, all matter sealed against inspection, United States postal

VAN DYKE
GOLD MEDAL
PANAMA PACIFIC
EXPOSITION
15 DEGREES
OF HARDNESS
FOR SALE BY
IMPRINT
SPACE
Why Uncle Sam
Classes Art Metal as one of
the Nation's Defenders
CLAIMS set forth by various manufacturers
for their filing cabinets became so interesting to our Government that they conducted a special test in Washington, choosing the most representative steel and wood cabinet from two different manufacturers and submitting them to the same test. After three minutes exposure to the fire, the wood file was ablaze and in six minutes it was totally wrecked and the papers entirely consumed. The same test was applied to the Art Metal steel cabinet, and the only effect on the contents was a slight charring of the upper edges of the papers. Save for the finish the case was not damaged in the least, as you will see from the front cover of this little folder
You can see samples of this Art Metal steel office furniture and files here at
IMPRINT
SPACE
The Art Metal Store
IN YOUR CITY
Art Metal is built of STEEL for safety's sake, and it is finished in every color and wooden grain, so that it exceeds in wooden prototype in looks as well as service.
And with all its advantages Art Metal Steel Office Furniture and Files cost, in the end, no more than wood.
To see Art Metal is to better understand. It will be our pleasure to demonstrate this equipment to you at any time, or if you prefer we will send one of our men to your office.
ART METAL CONSTRUCTION COMPANY
JAMESTOWN, New York
IMPRINT
SPACE
OOD FOOD-KEEPING—and by that
keeping your foodstuffs in fresh, clean and appetizing condition for the longest possible time
—is almost entirely a matter of refrigeration.
ect the cheaply made "ice box" to do good
ell at the price it does, it can't be made
of the right
you efficient
. It is cheap
costly to use.
y good refrig-
onomy—the
ice and will
ood spoilage.
e good refrig-
ly clean and
g places for
ave induced
Refrigerators
Christmas Gifts for
Year 'round Use
(Imprinted Here)
Brooks E. Carter
HP
AUGUSTA, MAINE
IMPRINT SPACE HERE

Fig. 17

cards, post cards (private mailing cards) bearing written matter, and all matter wholly or in part in writing, except manu-

script copy accompanying proof sheets or corrected proof sheets of the same, and the writing authorized by law to be placed on matter of other classes. Typewriting and carbon and letter-press copies thereof are the equivalent of handwriting and are classed as such in all cases.

67. The **rate** for letters and other first-class matter (except drop letters and postal and post cards) is 3 cents for each ounce or fraction of an ounce.

The rate for drop letters is 2 cents per ounce or fraction of an ounce. This rate applies to all letters mailed for delivery within the postal district of the office where they are deposited, including delivery by city, rural, or other carriers of such office, and it applies also to offices that have no free-delivery service.

The rate on all United States postal cards, whether printed or bearing writing, is 2 cents each.

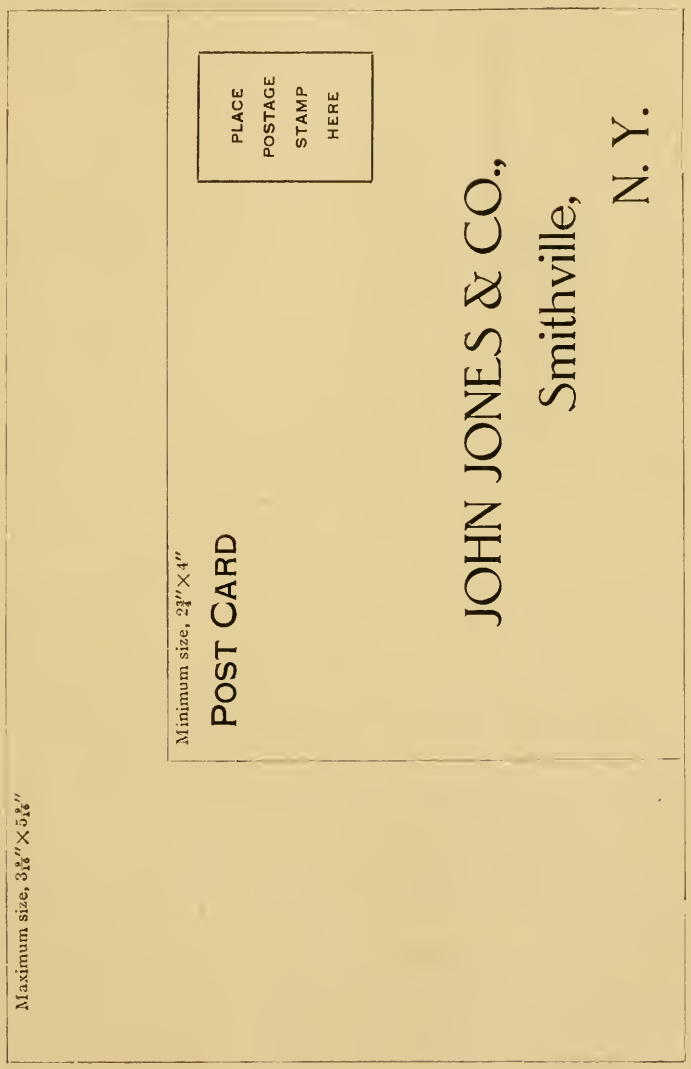
The rate on post cards, or private mailing cards, bearing written messages is 2 cents each. Printed post cards not bearing any written additions unauthorized for third-class matter are subject to third-class rates.

68. Post cards manufactured by private persons, of an unfolded piece of cardboard in quality and weight substantially like the Government postal cards, not exceeding in size $3\frac{9}{16}\times5\frac{9}{16}$ inches, nor less than $2\frac{3}{4}\times4$ inches, as shown on following page, are transmissible without cover in the domestic mails at the rate of 2 cents each. Such cards may be of any color not interfering with a legible address or postmark. Advertisements and illustrations may appear on the back of the card and on the left half of the face. The right half must be reserved for the address.

Cards that do not conform to the foregoing conditions are chargeable with postage at the letter rate, if wholly or partly in writing, or at the third-class rate if entirely in print.

Folded advertising cards, and other matter entirely in print, arranged with a detachable part for use as a post card, are mailable as third-class matter. Double, or **folded, post cards** (that is, cards in the form of U. S. reply postal cards) are not authorized by law.

69. Second Class.—Second-class matter includes newspapers and periodicals bearing notice of entry as second-class



matter. The **rate** of postage on newspapers and periodicals of the second class when mailed by others than the publisher or

a news agent and sent unsealed is 1 cent for each 4 ounces or fraction thereof, on each separately addressed copy or package of unaddressed copies. On matter entered as second class and mailed by the publishers and news agents, a special rate is granted. Application for entry of a publication as second-class matter should be made through the local postmaster.

70. Third Class.—Third-class matter embraces circulars, newspapers, house organs and other periodicals not admitted to the second class nor embraced in the term "book," also miscellaneous printed matter on paper and not having the nature of personal correspondence, proof sheets, and manuscript copy accompanying the same. (Matter printed on other material than paper is fourth class.) Books are included in fourth-class, or parcel-post, mail, as also is miscellaneous printed matter in parcels weighing more than 4 pounds.

Third-class matter must be sent unsealed, and the limit of weight is 4 pounds. The **rate** is 1 cent on each 2 ounces or fraction thereof on each individually addressed piece or package. Parcels of printed matter weighing more than 4 pounds are mailable at fourth-class, or parcel-post, rates.

71. Fourth Class.—Fourth class embraces that known as domestic parcel-post mail, and includes merchandise, farm and factory products, seeds, cuttings, bulbs, roots, scions, and plants, books (including catalogs), miscellaneous printed matter weighing more than 4 pounds, and all other mailable matter not embraced in the first, second, and third classes.

The **rates** of postage on fourth-class matter, which must be fully prepaid and unsealed, are as follows:

(*a*) Parcels weighing 4 ounces or less, except books, seeds, plants, etc., 1 cent for each ounce or fraction thereof, any distance.

(*b*) Parcels weighing 8 ounces or less, containing books, seeds, cuttings, bulbs, roots, scions, and plants, 1 cent for each 2 ounces or fraction thereof, regardless of distance.

(*c*) Parcels weighing more than 8 ounces, containing books, seeds, plants, etc., parcels of miscellaneous printed matter weighing more than 4 pounds, and all other parcels of

fourth-class matter weighing more than 4 ounces are chargeable according to distance or zone at the pound rates, a schedule of which can be obtained of the local postmaster. They are not included here because frequent changes are likely, and the latest schedule should always be used.

TYPICAL CAMPAIGNS

72. What Constitutes a Campaign. — Properly viewed, a campaign consists of analyzing the problem, finding out what it is expected the advertising will accomplish, and then working it to accomplish that result. The campaign may make use entirely of any one of the various forms, whether letters, folders, mailing cards, or envelope enclosures, and still be a campaign. The experience of the average business firm, however, has proved that, as a rule, a campaign of varied appeals will in the long run produce the most business, hence it is usual to vary the form of the appeal.

MARKETING A RUBBER HEEL BY DIRECT ADVERTISING

73. A rubber-heel factory was started in a small Ohio city. The stock in trade at the time consisted only of a design and shape for a new kind of rubber heel, and the right to mark it "patent applied for."

A direct-advertising campaign was planned for the makers by a firm specializing in direct-advertising work, and it is understood that within two years the manufacturers were making a net profit each year that rivaled that made by the old established rubber-heel companies and that their annual volume of business was almost as large.

Outside of the fact that the new heel is made of a good quality of rubber of different colors and of sizes to fit every shoe, the principal talking point is the suction shape, which permits the rubber heel to be tacked on without the use of cement; the tacks are in the center of the heel, which allows more trimming space and the shoemaker is not obliged to carry

I. T. S. Come at Last—the Perfect Rubber Heel

The Best Proposition You have ever had

HERE'S the **first rubber heel** to come on the market **designed and patented by a practical shoemaker** with twenty-five years' experience in the shoe store and repair business. ¶ It marks the biggest improvement ever made in Rubber Heels and will set a standard for all time.

¶ It's the first and only rubber heel that absolutely solves the problem of **tight** [illegible] **without cementing** and that can be set on any type or style of heel regardless of the shape [illegible] nail it on and the back pressure on the edge, because of its form, insures a tight joint.

¶ It marks a revolution in this business because **no cement is used** whatever [illegible] be attached in one-fourth the time of the ordinary flat heel. ¶ The I. T. S. [illegible] and ends of a tire factory. ¶ **Nothing but pure rubber** scientifically [illegible] molded in **perfect polished steel molds**, is used in this product.

THE I. T. S. means perfection in rubber heels, first, **because the rubber is tougher than any other.** ¶ Second, because the patented vacuum feature gives a hundred per cent. cushion and the more cushion the less friction, consequently the I. T. S. is the **longest wearing heel ever made.**

¶ Third, because it presents the **best possible appearance**—the vacuum created by the form of the heel means **perfectly tight joints without the use of cement or nails** along the edges.

¶ We have every argument to show you that point for point the **I. T. S. is in a class by itself** compared with any of the old-fashioned heels. ¶ A moment's thought will convince you that the I. T. S. heel is distinctive—**that it has advantages possessed by no other.** ¶ And your customers will think the same the minute they see one.

EASY TO TRIM
More Profit. That's what you're after! Saves cement. Only a small item, but it counts in the long run. Saves time a few minutes—but that means days in the course of the year. The square box showing size, right side up or upside down on all four sides, with exact pattern on top and bottom, of heel inside saves your temper and hurries the job along. A small point, but you'll get it right away.
4
Four pairs of I. T. S. Rubber Heels can be attached perfectly, while one pair of the old flat heel [illegible] are put on poorly
I. T. S. Heels' [illegible]
I. T. S. Heels can be completely worn out [illegible] on metal washers or plates on the back of [illegible]
T, as we have only half
shoemakers and factory
I. T. S. in all the Best Hospitals
INSURES TIGHT JOINTS WITHOUT CEMENT
FRENCH HEELS? Sure! Just as easy as a man's No. 11. Three nails in the center hold the I. T. S. solid, and the curved, vacuum shape keeps the joint as tight as a drum. That means a lot of new business you could never do before. Just one of the many advantages.
NOTICE WHERE THE NAIL HOLES ARE

Suction Shape Makes Lasting Tight Joints Without Cement

The I. T. S. Rubber Company, Elyria, Ohio

Saves You Time Makes You Money Pleases Your Trade

FIG. 18

more than half the number of sizes that are required if he uses the ordinary flat rubber heels.

Having analyzed these facts, the advertising agents decided that the selling points were such as would appeal to the cobbler and shoe-repairing man, and it was to this class of trade that the entire campaign was directed.

The complete campaign consisted of a folder, mailing card, envelope enclosure, a small booklet about the use of this rubber heel in hospitals (see Fig. 18), and a fair-sized broadside, not shown in Fig. 18, which featured many advantages of the heel to the shoemaker and repair man.

The broadside was very successful in gaining the interest of the shoe-repair man and when the firm's salesman came around it was not difficult to persuade the cobbler to give a trial order.

To supplement this direct-advertising campaign the company got out one or two window cards, counter signs, etc. No other advertising was done.

The booklet was designed to interest physicians and nurses in the hospitals and has been used extensively, its value being an incentive to dealers and repairmen and not for any direct business obtained from hospital sources. Many people were more impressed with the rubber heel when they knew it was largely used in hospital work.

This campaign is quite interesting because one of the old established rubber-heel companies has advertised extensively in newspapers, magazines, and elsewhere. They do not seem, though, to have approached the man who completes the chain of sale—the cobbler. At least this campaign of the new heel proved that the cobbler was the keystone of the situation and that even a modest direct campaign produced excellent and rapid results.

HOW THE ATLANTIC MONTHLY INCREASED ITS CIRCULATION BY USE OF DIRECT ADVERTISING

74. A meritorious product; a carefully thought out plan; good mailing lists; persistent effort! These essentials of successful direct advertising are singularly well illustrated in the subscription campaign of *The Atlantic Monthly*. In 5 years,

with a simple direct-advertising plan, *The Atlantic* has added 53,000 to its circulation, at 4 dollars a year and 35 cents a copy. No other method of advertising has been employed to secure this remarkable result. And the publisher of *The Atlantic*, MacGregor Jenkins, says: "For our own individual problem, I do not believe any other method of advertising would have served the purpose."

Here is a publication that does not hesitate to give frank testimony about a form of advertising that too frequently publishers regard as strictly competitive.

Without doubt, selling subscriptions is a most difficult test for any method of advertising. Here the advertising is obliged to make good on the basis of mail orders with cash enclosed, which it produces. It must get immediate action. It must do all the work itself. No salesman is employed to close the orders. And consequently there is no opportunity to credit a portion of the value of the advertising to intangible results—to the prestige it may have created, to the educational work it has performed, or to the help it has given salesmen in closing sales.

But there was a still more serious difficulty with the direct subscription advertising of *The Atlantic Monthly*. The public generally is oversolicited for magazine subscriptions. Publishers must have paid subscribers. Advertising revenues are directly dependent on paid circulation. And in the struggle to get more circulation, publishers are offering magazines and other periodicals at subscription prices below actual production costs. They are losing money on circulation in order to increase their advertising revenues. These things tended to make subscription getting an extra hard job even when tried in person by solicitors.

In view of this, it is indeed surprising that the publishers of *The Atlantic Monthly* should have thought in 1912 that they could make any appreciable progress with the mild-mannered direct-advertising campaign they then decided to put into execution.

When the present owners purchased the property in 1908, the magazine had a subscription circulation of 13,750. In

1912 at the time that the special campaign was undertaken the list had grown to 21,200.

"Our circulation today," said Mr. Jenkins, "is 81,032, 49,000 of which is in subscribers. That makes a gain of 27,800 subscriptions since we started our direct-advertising campaign in 1912. Where we were gaining about 2,000 a year before we began advertising for subscriptions, we are now gaining 5,560 a year, as an average over a five-year period. As a matter of fact, however, we are now gaining much faster, for our last mailing campaign showed an increased return of 41 per cent. over the year before. We soon found that the effect of this work was shown in news-stand sales as well as in yearly subscriptions. In 1912 we were selling about 4,600 copies on the news stands and now are selling something over 28,000.

"What sort of literature do we send out? We have but one standardized piece of literature which we have used since the very beginning. Our annual *Atlantic Monthly Almanac* is the sole basis of our direct-advertising campaign. We have never used anything else to secure new subscriptions.

"As a result of several years of turning over this problem, we finally decided on an almanac, and the first issue was put out in 1912. We mailed 500,000 copies of the 1912 almanac to carefully selected lists, and we have been mailing editions as large as that and sometimes larger every year since.

"*The Almanac* is in no sense a premium. It stands on its own legs as a distinct publication. To those of our old subscribers who ask for it, we mail free copies.

"The first two or three years we enclosed a circular letter with *The Almanac*. But the purpose of the letter was not to ask for a subscription. The sole object of the letter was to explain the purpose of *The Almanac*.

"When we became convinced that *The Almanac* was firmly established as an annual publication we gave up the letter enclosure. The only other change we have made in our plan is that we now enclose an order blank. At first we printed a subscription order blank on the last page of *The Almanac*. But we found that people didn't want to tear the page out. So now we enclose a blank.

"We devote a whole year to the preparation of our lists. For the first few years we selected our names from the ranks of professional men, doctors, lawyers, architects, professors, and

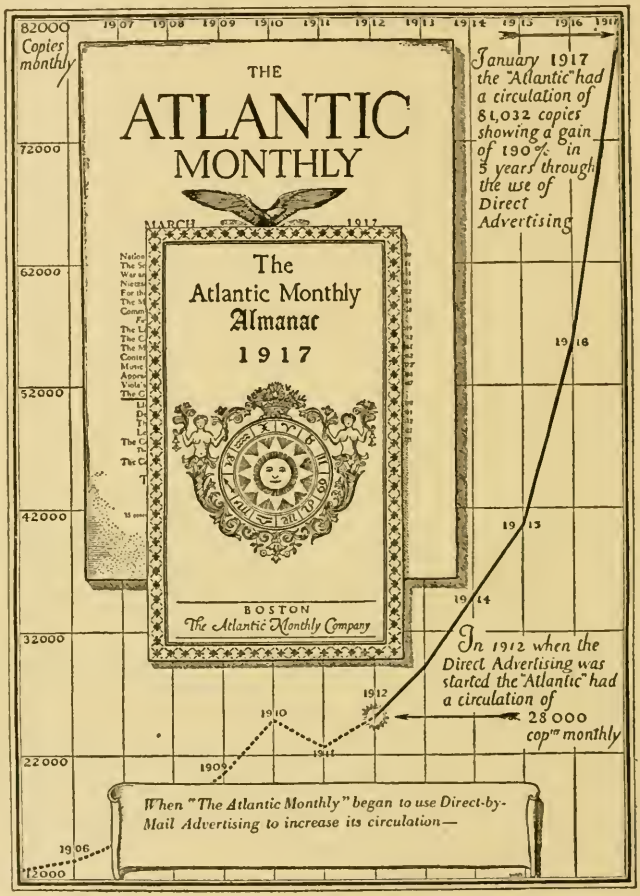


Fig. 19

teachers. One year we based the lists almost entirely on the alumni of the various colleges.

"But this last year we made a radical change in our mailing lists. We prepared for this most carefully by devoting two years to the preparation of an entirely new kind of list. We

selected all our names from the ranks of business men, manufacturers, merchants, and successful retailers. And the result has been a gain over last year of 41 per cent."

Fig. 19 is a graphic illustration of the increases in circulation due to this direct-advertising campaign.

By comparing these practical results with the theories that have been laid down in this Section, it will be noted how the preparation of the list is the important thing, and how the loose order blank increased returns.

DIRECT ADVERTISING THAT DEVELOPED SALES OF A WARMING PAD

75. An Ohio concern manufactured an electric heating pad. No continuous efforts were being made to increase the sales, and though several competitors made a heating pad none of them concentrated on this product.

After analyzing their market these people decided to concentrate on a single grade of heating pad to be sold at a popular price. As their output was limited, at first they concentrated their sales efforts on the states of Ohio, Michigan, and Pennsylvania. In going into the matter of marketing the device, it was found that while the regular electric shop would handle these goods, the average electric supply dealer is first of all a contractor, and his interest is more in wiring and fixture contracts than in miscellaneous specialties. Further, it was found that many did not have retail stores.

The company therefore decided to make their big appeal to the drug stores, and to feature their electric heating pad as a superior form of the old-fashioned hot-water bottle.

The first piece of the campaign was an illustrated sales letterhead, the piece forming the background in Fig. 20, which featured the *Safety* electric warming pad as a new discovery because it was safe, durable, flexible, and at the same time low in price. The pad itself was shown in such a manner as to indicate that it was flexible and there was reproduced the box container, which was distinguished by black stripes and a red-circle monogram *S* as shown in Fig. 20. As a means to

FIG. 20

The background of the illustration is the open illustrated letterhead. Over this are shown the six-page striped envelope enclosure, a blotter, and a mailing card

help the sales of the pads the company offered a large counter or window cut-out showing a pretty girl holding one of these pads to her face. As an additional sales help the dealer was provided with a reasonable quantity of the little six-page envelope enclosures, about 3½ in. × 6¼ in., on which the characteristic stripes predominated the front cover design. Other pieces in the campaign were the large folders and the mailing cards also shown in Fig. 20.

The illustrated sales letterhead, together with a sample of the enclosure, was sent out to a selected list of dealers previous to the call of the salesman and it proved to be a very effective introduction. In addition to this, the illustrated sales letterhead brought a number of direct inquiries that proved to be paying leads.

The dealers having placed the pads in stock were supplied with cut-outs and enclosures to distribute. During the Christmas season the company completely sold out their output for months to come.

This campaign is an instance of how a comparatively inexpensive but consistently planned direct-advertising campaign increased the sales of a specialty.

ADDRESSOGRAPH DIRECT-ADVERTISING CAMPAIGN

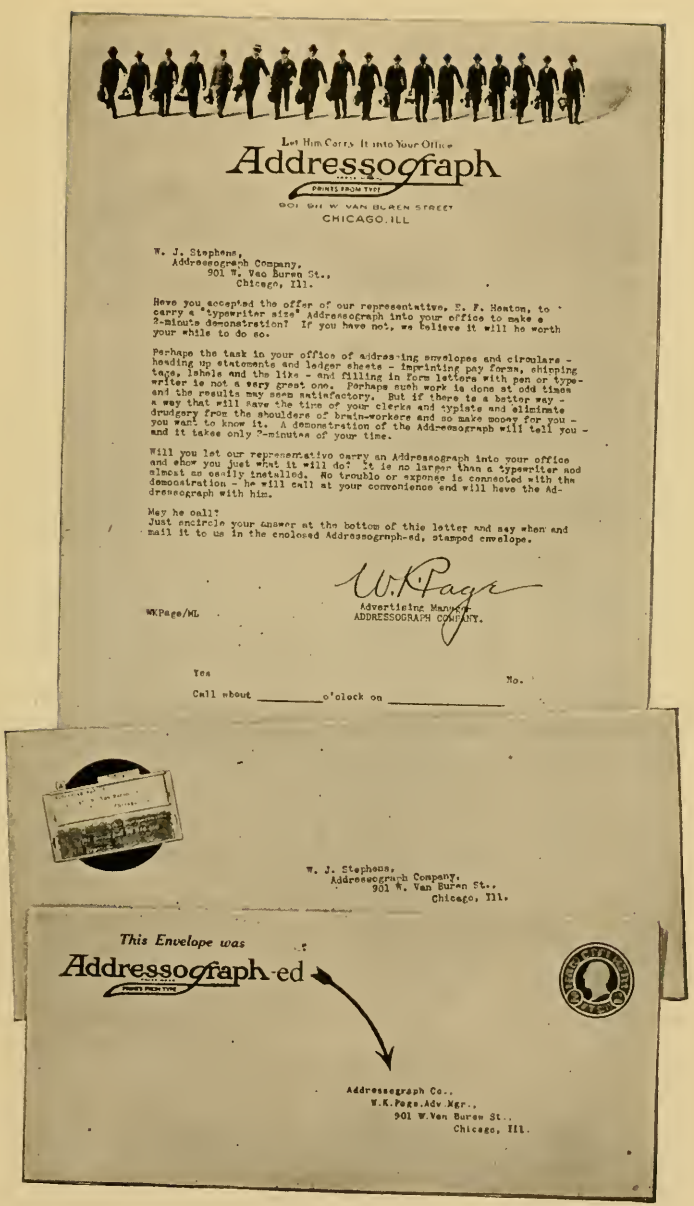
76. The Addressograph is a machine used for the purpose of duplicating names and addresses. It prints through a ribbon with typewriter type and its principal use is in direct-advertising work; therefore, one of the firm's own campaigns conducted by direct advertising will be particularly interesting to users and producers of this form of publicity.

One of their most interesting circular campaigns was what they termed their Midsummer Campaign. This campaign consisted of six pieces, designed to "liven up" prospects to a buying point during the hot summer months—to arouse their interest and make them want to know more about the Addressograph.

The basis of the campaign was a list of from 50 to 100 names from each of the salesmen, of prospects they had *never*

HERE is
The RIGHT Way!
DUTCHESS
How Do YOU Write Names?
There's a Wrong and a RIGHT Way!
10%
Just Say
When
and—
Yes—I agree with YOU
this IS
DRUDGERY!
—that's why
I'll soon call and
I'll Call in a few Days

FIG. 21 (*a*)



Let Him Carry It into Your Office

Addressograph

PRINTS FROM TYPE

901 901 W. VAN BUREN STREET

CHICAGO, ILL

W. J. Stephens,
Addressograph Company,
901 W. Van Buren St.,
Chicago, Ill.

Have you accepted the offer of our representative, E. F. Heaton, to carry a "typewriter size" Addressograph into your office to make a 2-minute demonstration? If you have not, we believe it will be worth your while to do so.

Perhaps the task in your office of addressing envelopes and circulars - heading up statements and ledger sheets - imprinting pay forms, shipping tags, labels and the like - and filling in form letters with pen or typewriter is not a very great one. Perhaps such work is done at odd times and the results may seem satisfactory. But if there is a better way - a way that will save the time of your clerks and typists and eliminate drudgery from the shoulders of brain-workers and so make money for you - you want to know it. A demonstration of the Addressograph will tell you - and it takes only 2-minutes of your time.

Will you let our representative carry an Addressograph into your office and show you just what it will do? It is no larger than a typewriter and almost as easily installed. No trouble or expense is connected with the demonstration - he will call at your convenience and will have the Addressograph with him.

May he call?
Just encircle your answer at the bottom of this letter and say when and mail it to us in the enclosed Addressograph-ed, stamped envelope.

W.K. Page

WKPage/ML

Advertising Manager
ADDRESSOGRAPH COMPANY.

Yes

No.

Call about _____ o'clock on _____

W. J. Stephens,
Addressograph Company,
901 W. Van Buren St.,
Chicago, Ill.

This Envelope was

Addressograph-ed

PRINTS FROM TYPE

Addressograph Co.,
W.K.Page,Adv.Mgr.,
901 W.Van Buren St.,
Chicago, Ill.

FIG. 21 (*b*)

called on, or had not called on since the first of the preceding year. This list totaled about 8,000 names and was made up on address plates, such as are used in the machine. Proofs of each salesman's list were struck off and mailed to each man to follow carefully and "cash in" on the campaign.

The keystone of the whole campaign was a demonstration—to bring the typewriter-size Addressograph into the prospect's office and show him the actual operation.

The cost of the entire six pieces in this campaign amounted to $3,000, including postage. Over $107,000 worth of sales are directly traceable to this campaign, which is certainly very good. Attention should be given to the fact that the Addressograph people are consistent advertisers and frequently have advertisements in the publications as well as an almost continuous direct-advertising campaign. The publication advertisements undoubtedly helped to make the midsummer campaign a success.

The six pieces of this campaign, which may be considered as points in the campaign are shown in Figs. 21 (*a*) and 21 (*b*).

Points Nos. 1, 2, and 3 were mailing cards 10¾ inches wide by 6½ inches deep. In each case on the reverse was a 4-inch deep red figure denoting the number of the card, or point, 1, 2, 3, etc.

Number 1 reads: "Great Scott, Man, let me show you the RIGHT WAY! I'll call in a few days." The picture shows a man addressing envelopes with a pen and ink from a typewritten list. There is no indication of Addressograph on the card.

Number 2 reads: "Yes—I agree with YOU—this IS DRUDGERY!—that's why I'll soon call and demonstrate the *RIGHT* way!" The picture shows a typewriter with the pen-written card on the top of the machine.

Number 3 tells in two parallel columns the story of the pen-addressed and the addressographed names, though the word Addressograph does not appear anywhere. The prospect is asked to "Watch for the *RIGHT* Way!"

Number 4 is reproduced from a life-size cut-out of the hand Addressograph—the model on which the drive was made; at the top was printed in "HERE is the *RIGHT* Way!" The

arrow carries the eye to the bottom of the machine where these words appear: "I'm bringing one to your office to *PROVE* it." This wording is covered in the illustration. Aside from these words and a reproduction of an addressed envelope and the words "Life Size" not a word appears on the mailing cut-out, which measured 14½ inches in width by about 15 inches at the widest point. It is, of course, run on extremely heavy cardboard to make it stand up in mailing. The number *4* does not appear on this piece.

Number 5 is a two-fold mailing card, which, folded, measures about 5¼ inches wide by 6½ inches in depth. The wording on the cover is "Just say 'When' and—." Shown through the circle is a half-tone cut of the salesman to whom the return card, made by tearing off the addressed portion of the mailing folder as indicated, is addressed. On the back fold the regular 4-inch red letter 5 appears.

The sixth piece was a letter, filled in, which makes a drive for permission to call to demonstrate the hand Addressograph. At the bottom in red typewriting is this:

"Yes.

"Call about o'clock on ." The letter is accompanied by a return stamped envelope, also addressographed. This last piece brought 14½ per cent. in inquiries.

SELLING A SPECIALTY OIL BY DIRECT ADVERTISING

77. The Werner G. Smith Co., of Cleveland, Ohio, are manufacturers of a specialty oil known as *Linoil* used in foundry work. It is generally understood that pure linseed oil gives the best results in foundry practice, but linseed oil is rather expensive to use for this purpose. Linoil is claimed to be the equal in all properties to the pure linseed oil and sells at a price sufficiently low to appeal to every foundry.

This company's field of possible sale is known and the problem is to keep everlastingly pegging away to increase the sale of the substitute. For this purpose, illustrated sales letterheads, folders, blotters, and mailing cards are used regularly and in succession. These pieces are used to produce not only

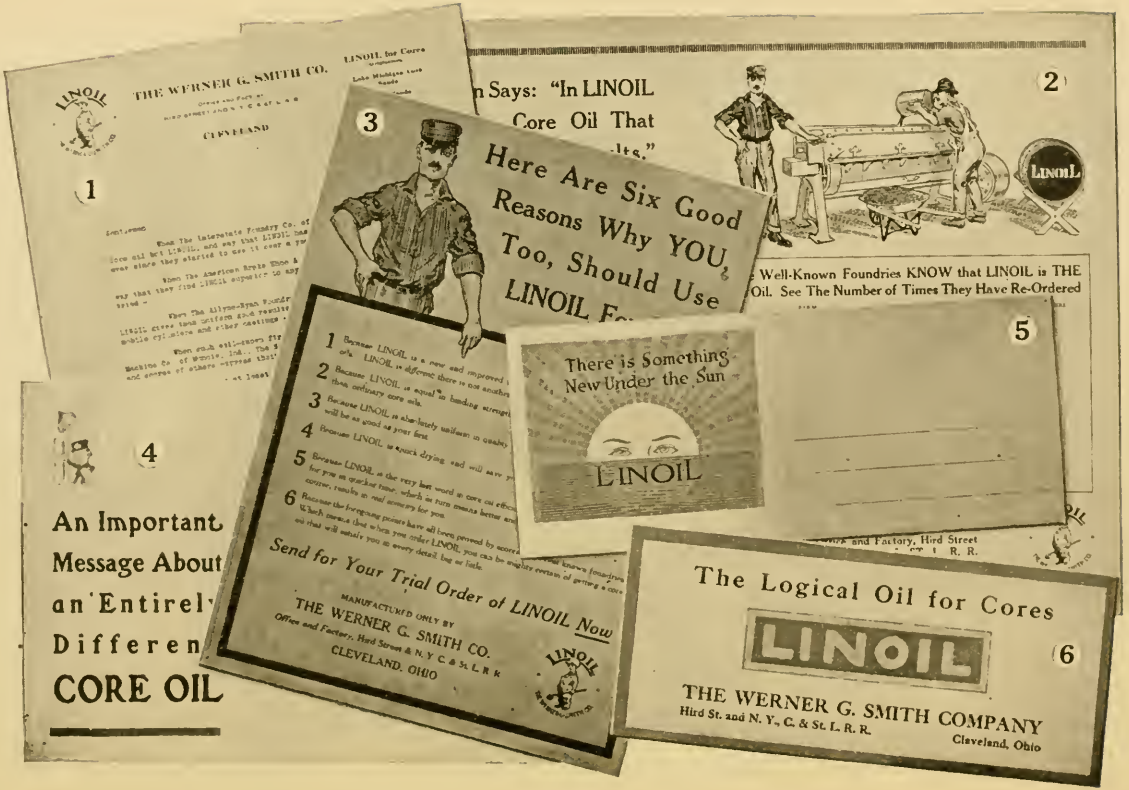

THE WERNER G. SMITH CO.
CLEVELAND
1
2
LINOIL
Says: "In LINOIL
Core Oil That
Well-Known Foundries KNOW that LINOIL is THE
Oil. See The Number of Times They Have Re-Ordered
3
Here Are Six Good
Reasons Why YOU
Too, Should Use
LINOIL
1 Because LINOIL is a new and improved
2 Because LINOIL is different there is not another
than ordinary core oils.
3 Because LINOIL is absolutely uniform in quality
will be as good as your first.
4 Because LINOIL is quick drying and will save
5 Because LINOIL is the very best word in core oil effe
for you on one shot time which in turn means better
course, results in real economy for you.
6 Because the foregoing points have all been proved by
Which means that when you order LINOIL you can be
so that will satisfy you in every detail but or
Send for Your Trial Order of LINOIL Now
MANUFACTURED ONLY BY
THE WERNER G. SMITH CO.
Office and Factory, Hird Street & N. Y. C. & St. L. R. R.
CLEVELAND, OHIO
There is Something
New Under the Sun
LINOIL
5
and Factory, Hird Street
R. R.
4
An Important
Message About
an Entirel
Differen
CORE OIL
The Logical Oil for Cores
LINOIL
6
THE WERNER G. SMITH COMPANY
Hird St. and N. Y., C. & St. L. R. R.
Cleveland, Ohio

FIG. 22

direct inquiries but to make it easy for the salesman calling. By means of this campaign, which is a steady one, the company has been able to sell a highly satisfactory percentage of the prospects. Fig. 22 gives an idea of some of the pieces used. No. 1 is a form letter; No. 2, the inside of an illustrated letterhead; No. 3 tabulates six reasons for the use of Linoil; No. 4 and 5 are mailing folders, and No. 6 is one of a series of blotters sent out.

MANAGEMENT OF GENERAL CAMPAIGNS
(PART 1)

INTRODUCTION

1. The object of a **general campaign** is to create a demand for goods on the part of the consumer and to see that that demand is supplied through the various channels of trade. The methods employed for this purpose, and the reasons for them, are inseparably connected with advertising, and therefore they are here treated.

2. Marketing and Selling.—The ultimate purpose of **advertising** is to sell goods. **Selling** means the actual transferring of goods from the producer or handler to the customer or consumer, for a price. In a general selling campaign, before reaching the selling point, there are many important activities, other than personal salesmanship and advertising, and these activities are grouped under the term **marketing.** The first step in marketing is to understand the goods to be sold. The next step is to analyze the field, or try to understand the people to whom the goods are to be sold. Finally, the methods to be used in reaching the people who are to buy must be studied. These are the three prime elements in all selling campaigns, and dealing with them is called marketing, to distinguish it from the actual selling. Advertising is an important means of selling, but its full value and effect can be obtained only when it is part of a general plan and is employed in proper relation to the different branches of marketing.

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PLANNING SELLING CAMPAIGNS

PRELIMINARY CONSIDERATIONS

3. Analysis of the Article.—The first thing to do is to analyze the thing to be sold. Suppose it is a new clock that is thought to be better than any other clock in the market, because it is simple in construction, handsome in appearance, accurate as a timekeeper, and economical in price; it is made upon a new plan, with fewer parts, and needs winding but once a month. The selling problem must determine how the clocks are to be sold. They are to be made to be used in every kind of place where people are—in public buildings, offices, cars, stores, etc., as well as in homes. To prepare the plans for the selling and advertising campaigns it is necessary to know all about the clock, from the wood or other material used for the cases to the smallest bit of mechanism in it; all about the processes of manufacture; all about the costs of making, handling, selling, and installing; all about its time-keeping quality, including the scientific tests, and especially the principles upon which it operates.

4. Study of the Field.—Then the field for selling the clock must be carefully studied. What are the new uses to which it can be put? Why should it be installed in every room of big office buildings, of hotels, of schools, of public buildings; in every street and steam car; in some conspicuous place at every street crossing, etc., as well as in all rooms in private houses? How will the fact that the time may be taken by all, wherever they may happen to be, help them? What is the money value to the business man of knowing the time at any moment? Why are these clocks necessary when most persons carry watches?

5. Study of the People.—Having settled these points, the next question is, How will the arguments be received? What sort of persons will be more likely to think favorably of this clock? Who are able to buy them? Where are they? How can they be reached? This is a phase of the selling by advertising that requires much thought, and much hard work. There must be complete answers to all of these questions, and many more, before the advertising campaign can be planned. Doubtless an expert advertising manager would spend from a month to a year on this particular phase of his preparation; the more time he spent studying the people to whom he hoped to sell, the better it would be for the new clock. The more expert he was, in ability to get at the disposition of classes of people, and the more definitely he went into the matter, the better it would be for the business when the selling actually began. This study must be concluded with a definite estimate of the number of the clocks that can possibly be sold in the field selected, and upon this estimate the advertising and selling plans must be built.

6. The Marketing Plan.—It may be thought that a marketing plan has no very close relationship to advertising. But it has the closest possible relationship. Without a well-considered marketing plan, there is no guaranty that either the advertising or the selling campaign will succeed; but with a marketing plan carefully worked out, as it may be and should be, chance becomes a very small factor and results may be predicted with accuracy. A careful study of conditions gives the manager of any business the data needed to enable him to fix closely the minimum volume of his business far in advance, and especially the character and logical results of the advertising campaign. Educational work among organizations of advertising men, and the investigations of business problems by concerns organized for that purpose, are proving that with the proper marketing plan, and an advertising and selling campaign rigidly carried out in line with that plan, a high rate of efficiency is possible. Inefficiency in advertising is often due to the fact that no good marketing plan is worked out in advance

7. **Consideration of Investment Required.**—The investment needed must be considered in the marketing plans. If the investment has been already fixed, the marketing plan must be adjusted to that amount. If it is yet to be fixed, the marketing plan must include estimates of production and operating expense for the guidance of those who are to finance the business. These estimates will be influenced by the knowledge of the goods, the field, and the selling methods that the marketing plan brings to the front; so that it may be possible to determine the amount of money needed to accomplish what has been foreshadowed. It should be possible for the marketing investigator to report about what amount of money would be necessary to produce and sell a fixed number of clocks in a given time. It is also important to know the length of time required for the turnover of the capital—how soon there will be returns on the investment.

8. **There Must Be Quality.**—It is futile to attempt to market a product through advertising unless the article is of such a character as to back up the advertising. It is not necessary to invoke sentiment to come to this conclusion. Honesty in advertising means success in advertising; at least in the general campaign. In local and transient advertising there is offered the opportunity the faker needs for a quick turn—a quick "getaway." In general advertising there is not that opportunity. It is a slower process. It does not make a quick strike, and offer a chance for a rapid change of policy. Its success depends on the quality of the thing advertised.

9. General advertising does not usually sell goods direct, except through mail-order advertising, which is not considered now. Its object is to send purchasers to the retailer. It suggests; the retailer sells. The buyer has plenty of time and opportunity to form his judgment. It is the thing itself that is bought, and bought after it has been seen and tested; and the personality and guaranty of the retailer are back of the transaction. General advertising is information service to the buyer. Therefore, as a business proposition, it is quite useless to tell a person about a thing, suggest an examination and

test, offer a guaranty as to its quality, and then try to palm off on him something that is inferior to the representations. This business principle is what makes general advertising truthful, and generally advertised goods of known and stable quality.

10. Quality of Advertised Goods Must Be Maintained.—The quality of generally advertised goods is, in a way, guaranteed to continue as begun, or to become better. It is often planned to reduce advertising after there has been a thorough introduction of the goods, and to depend on the goods themselves to promote their sale. This is not a good policy, but it tends to induce the manufacturers to keep quality up to the high mark. Otherwise, the continued sale of the goods would tend to diminish trade in them, rather than to increase it. It is often noticed that, after a lavish policy of advertising to introduce a new line of goods, there may be a time when there is little, or even no, advertising done. Then after a time the advertising may begin again. Sometimes manufacturers never do begin again to advertise, after having once stopped. There is a long list of extinct goods that have disappeared from the market because the advertising was discontinued. Perry Davis' Painkiller, Plymouth Rock Pants, to name no more, are now memories, and hardly that. Once they were among the most famous and successful of advertised goods. Many concerns have dipped into general advertising, without having a proper marketing plan, and have been crippled or ruined by the experience. The good article and the right advertising plan have always been successful if worked together; and it is quality in the goods that makes success possible—along with the right plan of advertising.

11. Unadvertised Goods.—It is often urged against advertising that there are in the market unadvertised brands of goods that have always enjoyed large sales and that have made their owners much money. This is true, if we mean by advertising only such as is printed in newspapers or periodicals. There are goods that have never been thus advertised. Treating this subject, one of the best known university professors teaching advertising, writes: "There is at least one firm of

non-advertising wholesalers and manufacturers of men's furnishings *whose name on goods* means just as much to buyers in general as the name of some advertising manufacturer." If the name of this firm means just as much as that of an advertising manufacturer, how did it come to have such meaning? That a concern does not advertise in the newspapers or magazines does not prove that it does not advertise, and in a very effective manner. Probably it cost as much to get the name of this firm to mean as much to buyers as it has cost any advertising firm. Probably it cost a great deal more, in time and the patient education of the buying public. In some way people have to be told about goods, and about firms that sell goods. Whatever method is adopted, it is advertising. It may be by the use of large spaces in magazines and newspapers, or it may be through devoting years to reputation building. Both are advertising.

12. Advertised Goods Benefit the Retailer.—Generally advertised goods have been developed to a point where they are a real benefit to the retailer as well as to the consumer. For the consumer they have standardized qualities and prices. For the retailer they have provided commodities that are easily handled, do not create waste in handling, do not deteriorate in stock, do not require argument to sell, and allow of rapid turnover in stock. They offer small profits, but as they are turned over and over, and need not be carried in large quantities, the annual profits are often large. They are standardized as to quality, and therefore the retailer does not suffer if in some instances they are found below grade, as the manufacturers make good such losses.

13. Manufacturer's Service to the Retailer.—The manufacturer of generally advertised goods usually helps the retailer with his advertising, gives the services of demonstrators, and sometimes sends experts to study the whole question of retailing in the town. One of these manufacturers furnishes expert solicitors who make a thorough canvass of the region in the general interests of the store handling its goods. These canvassers do not work exclusively for the goods of their

employer, but try to boost the store in every way possible. When they have finished in a town they give the merchant the benefit of all they have learned, and advise him how best to promote his business. It is argued, with truth, that some of the advertising offered by manufacturers to retailers is of little use to them. This is not so true now as it was once. The quality of the assistance offered to retailers by progressive manufacturers is improving.

14. Generally advertised goods are better for the retailer to handle, because the advertising has sold them in advance for him. Not actually made the specific sale, to be sure, but so firmly established in the public mind the idea of quality and efficiency that the labor of selling is reduced to simply finding out the present needs of the buyer. If a person wishes oatmeal, for example, there is no argument needed to convince him of the quality of H O, or Quaker, or Hecker's, or any of several other brands. He will probably merely ask for *H O*, or *Quaker*, the trade name having actually taken the place of the more strictly descriptive name.

15. Importance of Good Faith.—In making the marketing plan, the value of good faith should be carefully considered; it is one of the business fundamentals of advertising. The best advertising any manufacturer can do is to make people sure that he means to treat them fairly. So far as the morality of advertising is concerned, it is of course incumbent upon all business men to be fair, and to refrain from cheating. Advertising is merely telling people something. If it is the truth people will believe it, and will trust the statements of the advertiser who has built a reputation for truth-telling, and his advertising will have a much larger percentage of efficiency in his campaigns. If advertising is believed it is far more effective than if it is distrusted. The misleading advertisement is believed but once by the reader who responds to it and the manufacturer who misrepresents his goods must constantly win new customers, because the buyers who have been duped work against him all the time.

16. Form of Advertising Copy.—The matter of the copy and form of advertisements is treated in detail in other Sections, but it is of great importance that it be given the proper attention when the marketing plans are being considered. The goods may be right, the general selling and advertising plans may be carefully and properly thought out, there may be plenty of money for prosecuting them, there may be skilled and talented men to put them into operation, yet the great problem is to get the right idea regarding the goods easily and favorably into the minds of the people who are to buy them. This is the test of all—the goods, the marketing plan, the selling and advertising campaigns. So much depends on the first glance the reader gives the advertisement that it behooves us to see to it that every single item, large or small, which influences the mind in any degree, is very carefully considered, and so worked into the physical appearance of the advertisement as to do its full share in getting the attention of the reader.

17. If the advertisement is attractive as a picture, the mind of the reader is opened and softened to receive favorably the statements in the text. The principles of art which apply to the good advertisement are few and simple, but they are only slightly less necessary to produce efficient publicity than any other element of the advertisement. This is not a matter of esthetics. It is not "art for art's sake." It is the hardest kind of common sense. We are not favorably attracted to a girl who appears in a skirt of flaming red with a blue waist and a purple hat. We are not attracted to an advertisement that is poorly proportioned, not harmonious, badly balanced, wrong in tone, and printed in antagonistic colors. In the one case, the girl does not interest us, and we turn to something more harmonious upon which to rest our shocked eyes. In the other case, we turn the leaf of the magazine, or the page of the newspaper, without having been interested in the advertisement. Of course, this is all regulated by the class of business; what would appear out of all harmony in one class might meet the taste and requirements of another. There are people for whom the glaring style may have the stronger appeal.

18. Attitude of Publications Toward Their Advertising.—An important factor to be taken account of by the prospective advertiser is the attitude of the publications toward their advertising—whether they protect the interests of their readers or not. The advertising medium that guarantees its readers against loss through its advertising is, other things being equal, a better medium than those that do not do so. The newspaper or magazine that strictly censors its advertising, and guarantees its readers against loss, stands better with its readers, and they are certain to place more dependence on the advertising it prints. An advertisement partakes, to some extent, of the character of the medium in which it is printed. If a newspaper prints doubtful patent-medicine and promotion advertisements, and does not assume responsibility for them, it is not so good a medium for a staple article. The doubt is cast over all the advertisements in the paper.

19. Those publications that profess to safeguard the interests of readers are entitled to a more generous treatment by the advertisers, because they promise a greater likelihood of returns for good articles. Consumers were mulcted by advertisers for many years, without much relief from publishers. Now that publishers are waking up to the importance of establishing a bond of good faith with their readers, it is the part of wisdom for the advertisers to encourage the movement as much as possible. And they find that they profit by doing so. Many large advertisers refuse to make any use of publications that do not guarantee goods they advertise, or that continue to publish advertisements that are evidently meant to deceive readers.

20. Review and Test of Plan.—The last thing to do in forming the marketing plan, before taking up those elements in the general advertising campaign that depend more especially on conditions not fully controlled by the manufacturer, is to review the whole situation carefully. First, each item should be fully gone over. Everything must be tested. The advertiser, or the advertising manager or agent, must look upon it as an outsider would, or as an expert in

marketing would. He must think in terms of money—of earnings—of profits. When he has the plan as near right as he thinks possible, he should consult some seasoned advertising man, who has ceased to be charmed by fine writing or beauty of form, and get his critical opinion. Everything depends upon the marketing plan. A wrong move at this point will bring loss, and perhaps absolute failure. Mistakes are cumulative. Their consequences may entail losses every year for as long as the advertised goods are sold. Also, if the marketing plan is right at the start it will continue to work for the profit of the advertiser.

21. Permit No Personal Bias.—It is very important to get all personal bias out of the marketing plan. It must be made according to accepted principles of trade and selling and advertising. Nothing should be taken for granted because a person likes it. The marketing plan must not be made to please the owner, the manager, or the advertising man. The article advertised is to be sold to thousands of people, among whom but a very small proportion are likely to think as the owner does. The composite character of people must be taken into the account of the person who makes the marketing plan. A very large and going business has been recently wrecked because its president would not consider a minor point from any other light than that in which it appeared to him. He was too close to his business to see his mistake.

THE GENERAL ADVERTISING CAMPAIGN

THE IDEA IN GENERAL ADVERTISING

22. By **general campaigns** are meant those advertising campaigns planned to attract the attention of consumers generally, and in which the advertiser does not retail the goods he advertises. The generally advertised goods are supplied to the consumers through retailers, who get their supplies either from the manufacturers direct or through jobbers or wholesalers. General advertising is also sometimes done to promote sales through special salesmen, or by mail. The latter is classed as mail-order advertising, and is not considered here.

23. The General Advertiser.—The general advertiser is often the manufacturer of the article advertised, but not always. Jobbers, sales agents, and wholesalers sometimes advertise products made for them under their special brands, or under brands of which they have exclusive selling control. Onyx hosiery, advertised by Lord & Taylor, New York, is an example of such general advertising. The Normanna canned products is another. The Onyx hosiery is specially made for the advertisers, and the Normanna goods are labeled for the advertisers. Shoes, clothing, textiles, a great variety of small goods, such as safety razors, and many patented articles, are so made, advertised, and sold. As a rule, the general advertiser controls the sale of the goods he advertises; but this is not always the case. Sometimes it is the method of sale that forms the basis for general advertising. Perhaps it is more accurate to say that in general advertising there is always an idea of exclusive and controlled selling, sometimes embodied in the goods and sometimes in the method of advertising and selling.

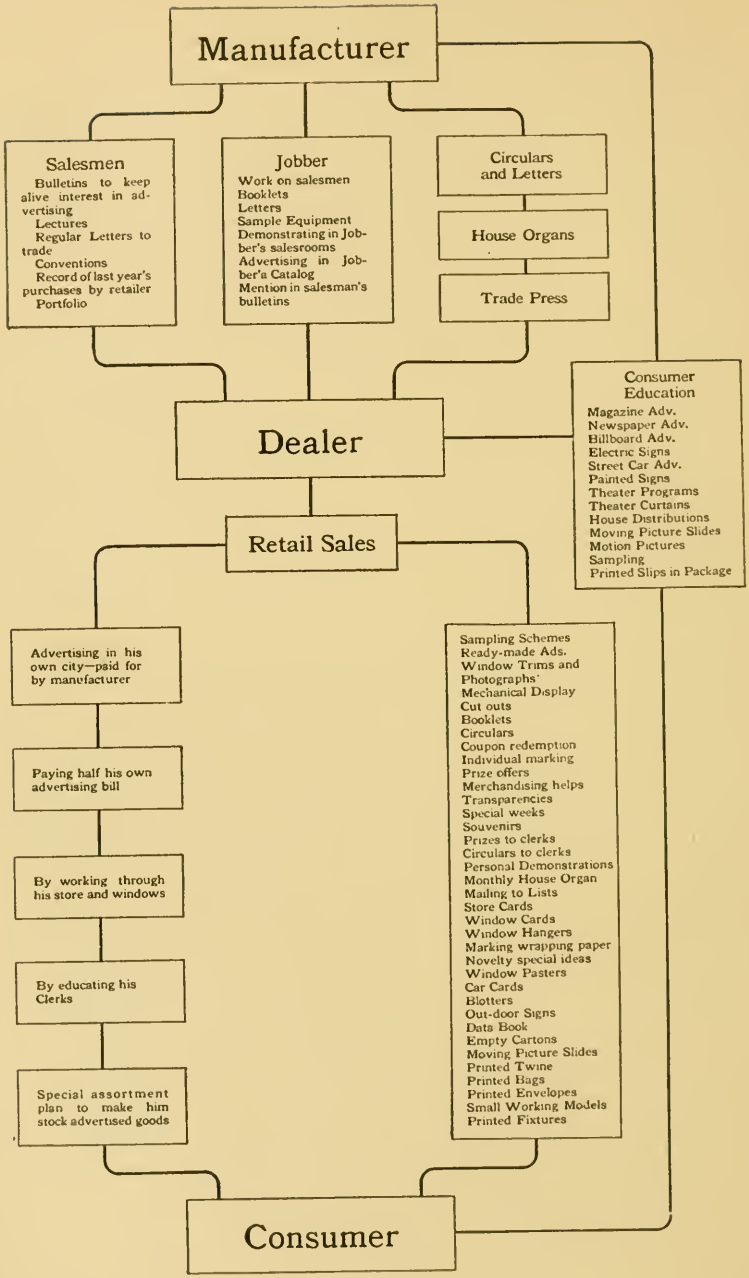
Manufacturer
Salesmen
Bulletins to keep alive interest in advertising
Lectures
Regular Letters to trade
Conventions
Record of last year's purchases by retailer
Portfolio
Jobber
Work on salesmen
Booklets
Letters
Sample Equipment
Demonstrating in Jobber's salesrooms
Advertising in Jobber's Catalog
Mention in salesman's bulletins
Circulars and Letters
House Organs
Trade Press
Consumer Education
Magazine Adv.
Newspaper Adv.
Billboard Adv.
Electric Signs
Street Car Adv.
Painted Signs
Theater Programs
Theater Curtains
House Distributions
Moving Picture Slides
Motion Pictures
Sampling
Printed Slips in Package
Dealer
Retail Sales
Advertising in his own city—paid for by manufacturer
Paying half his own advertising bill
By working through his store and windows
By educating his Clerks
Special assortment plan to make him stock advertised goods
Sampling Schemes
Ready-made Ads.
Window Trims and Photographs'
Mechanical Display
Cut outs
Booklets
Circulars
Coupon redemption
Individual marking
Prize offers
Merchandising helps
Transparencies
Special weeks
Souvenirs
Prizes to clerks
Circulars to clerks
Personal Demonstrations
Monthly House Organ
Mailing to Lists
Store Cards
Window Cards
Window Hangers
Marking wrapping paper
Novelty special ideas
Window Pasters
Car Cards
Blotters
Out-door Signs
Data Book
Empty Cartons
Moving Picture Slides
Printed Twine
Printed Bags
Printed Envelopes
Small Working Models
Printed Fixtures
Consumer

FIG. 1

GENERAL-ADVERTISING CHART

24. Purpose of the Chart.—The chart, Fig. 1, was worked out by one of the younger of the successful advertising agencies, and has been received with special favor by many high advertising authorities. It will not fit the necessities of all advertisers. Like all formulas that can be devised for the assistance of advertisers, it has to be adapted to the needs and circumstances of each individual advertiser; some items would need to be omitted for some advertisers, and other items would have to be substituted. It is not to be taken as a perfect or infallible guide. It will furnish the working basis for the ordinary campaign, and the advertising manager who has made a study of his product, his field, his appropriation, and his special line of appeal, can go over it with his pencil, checking items he thinks he can make use of, and erasing those he knows are of no use to him, thus getting a framework for the schedule he will finally evolve and perfect.

The schedule will be seen to include most of the work that would be required for a campaign designed to interest consumers in an article of universal use, through the dealers. It provides also for the education of the selling force and the jobbers. It attempts to do that which is not found necessary in many general campaigns—interest and enlist all avenues of trade, and at the same time attract consumers. Any of the branches of this advertising chart can be cut off and still the suggestions for a campaign will be fundamental and constructively suggestive and helpful.

DISTRIBUTION

25. Effective Distribution Necessary.—If a certain product is generally advertised, the advertising will not be profitable unless the article may easily be obtained by those who are interested in the advertising. So a thorough plan for distribution must be adopted. Advertising must be unusually strong to induce people to make much effort to obtain the goods. A new breakfast food must be on sale at

most grocery stores, if the advertising is to be productive. The distribution plans must be perfected and in operation before general advertising is begun. The impulse to buy, created by an advertisement, is not longlived. If the article is not easily available, the interested reader is content to take something else.

It is possible to secure distribution by waiting for general advertising to bring so many inquiries as to induce dealers to stock the article, but this is a long and costly method, and not in favor with careful merchandisers. It is very irritating to buyers to find that an advertised article is not available. Failure to obtain advertised articles easily, creates a prejudice against them, and limits the value of subsequent advertising, even after distribution has been gained.

26. Distribution Methods of General Advertisers. Usually the general advertiser does not sell at retail. The line between advertisers who may be called general and those who advertise to attract the trade of certain restricted areas is not clearly drawn. Some general advertisers sell direct to users, as the Regal Shoe Company, the makers of Rexall drugs and remedies, and some other concerns. The International Correspondence Schools have their own salesmen in the field, though they are general advertisers. They also sell by mail; and there are many concerns that sell by mail in order to supply trade that cannot conveniently reach a store carrying the goods. These are mail-order advertisers as well as general advertisers. There are manufacturers who refer orders received by mail to retailers to whom they supply the goods. There are many points of contact between general and mail-order advertisers. Manufacturers often begin to sell by mail and later supply the demand through retailers—through *the trade*—by way of jobbers or wholesalers. It may be said that every commodity must be handled with reference to itself—that there is no code of procedure that a new advertiser of an article designed for general use can follow.

TRADE CHANNELS

27. Manufacturer to Consumer.—The small store must buy in small quantities. The wholesaler, who is willing to break original packages, must serve the small store. The manufacturer or the jobber cannot do it. The manufacturer sells to the commission man or broker, who handles goods in large quantities and is content with a small percentage of profit. He sells to the jobber or wholesaler, who charges a profit large enough to warrant the breaking of packages, the carrying of a large number of small accounts, and the services of an army of salesmen. The usual courses of goods from manufacturer to consumer are as follows:

1. The *manufacturer* produces the goods. Sometimes he is his own selling agent. Sometimes his whole product goes to jobbers, and he is known only by the jobbing trade. He loses his identity, and usually his goods lose their identity under the marks and brands of the jobbers. This plan is steadily falling into disfavor, and manufacturers are endeavoring to capitalize their own distinctive goods through trade-marks, etc., and are trying to make packages that are available for the small as well as the large dealers. The tendency is for the manufacturer to get closer to the consumer.

2. The *commission man, broker, sales agent,* and often the *importer* are men who take the product from the producer and distribute it to large buyers and distributing concerns, and in some cases to the retailers. In the grocery and provision trade, for example, the commission men deliver goods to the small stores at the producers' prices, charging the buyer a commission for acting as his agents. Butter, coffee, tea, fruit, vegetables, and many other products are thus handled, though not exclusively so handled. The retailer of coffee buys through the commission man, and pays him a commission of 2 per cent., paying the price quoted on the day of the transaction. The retailer buys coffee also of the wholesaler from whom he buys other groceries, because his business may be too small to permit him to take coffee in the original packages and make his own blends, or he may not be able to establish

a credit with the commission man, or pay as promptly as is necessary. Commission men often handle the entire product of mills, importers, regions where garden truck is grown, creameries, etc., so that to get a certain advertised brand of butter, like Fox River butter, it is necessary to buy of a certain commission man.

3. The *jobber and wholesaler* sell in smaller quantities to retailers, as explained previously. They buy in large quantities, often direct from the producers, and often from the commission men, brokers, sales agents, importers, etc. They usually break packages to suit the convenience of the retailers. The jobber and the wholesaler are not just the same in all lines of business. In some lines they are practically identical, and in all are so similar as to allow classing them together here. They are close to the retailer, and are willing to accommodate their terms and service to the retailer's necessities.

4. The *retailer* buys from all large sellers—the original producer, the importer, the commission man, the jobber, or the wholesaler—according to the article, his trade, his capital, his convenience.

5. The general *mail-order house* buys from the manufacturer, through any of the middlemen; or may manufacture or import some of its supplies. It sells direct to the consumer. Usually, it seeks to eliminate references to manufacturers, such as trademarks, and causes itself to be regarded by the consumer as the house of origination.

6. The *consumer* buys mostly from retailers, though he is getting into the habit of buying from those manufacturers who cater to consumer trade, such as the Larkin Soap Company, creameries and egg farmers, and from mail-order houses.

28. Trade Chart.—Fig. 2 shows the different routes that products take in going from the manufacturer to the consumer. The line from *a* to *k* shows the route in cases where the manufacturer sells by mail direct to the consumer; *a h k*, the route where the manufacturer does not sell direct, but sells to a general mail-order house that sells direct to the consumer; and *a i j k*, the route in which there is a middleman between the

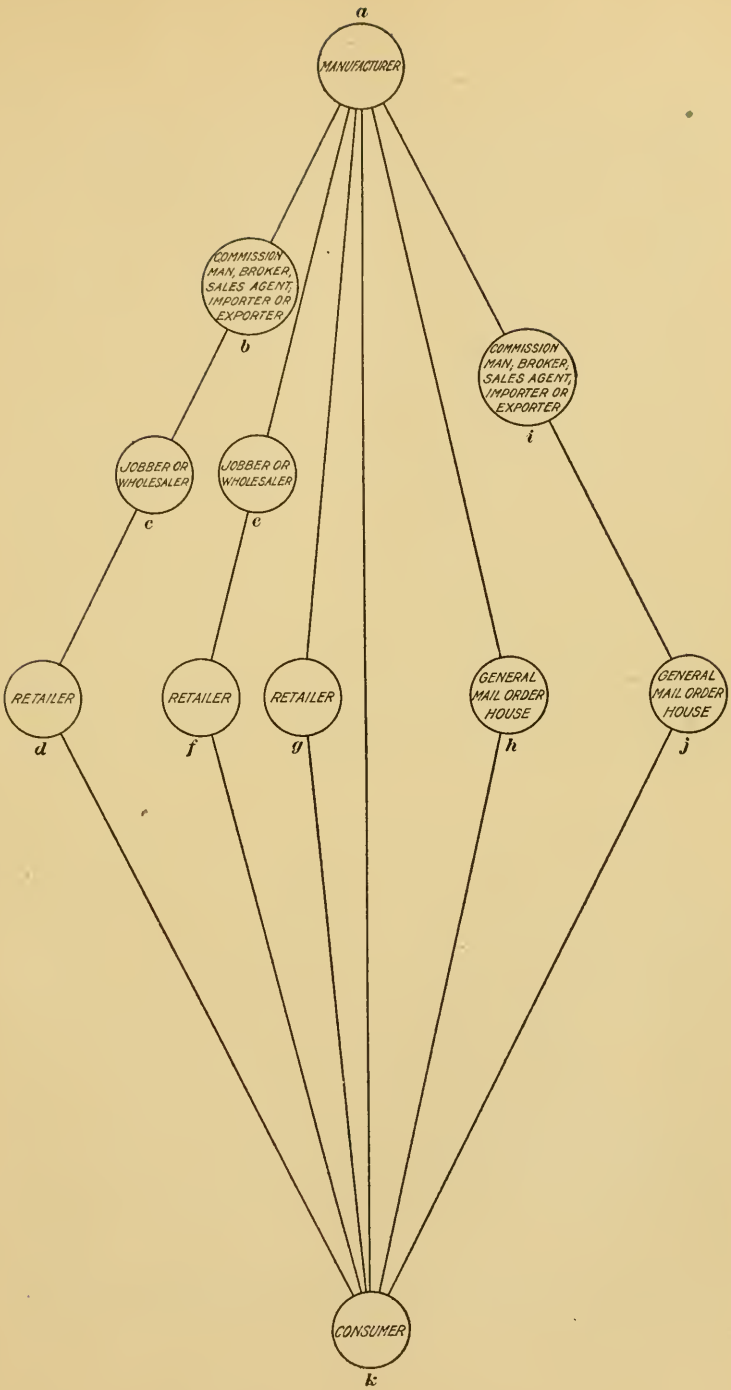
a
MANUFACTURER
COMMISSION MAN, BROKER, SALES AGENT, IMPORTER OR EXPORTER
b
COMMISSION MAN, BROKER, SALES AGENT, IMPORTER OR EXPORTER
i
JOBBER OR WHOLESALER
c
JOBBER OR WHOLESALER
e
RETAILER
d
RETAILER
f
RETAILER
g
GENERAL MAIL ORDER HOUSE
h
GENERAL MAIL ORDER HOUSE
j
CONSUMER
k

FIG. 2

mail-order house and the manufacturer. Consideration of mail-order channels of trade does not come properly in this Section, the routes being shown merely for comparison with the others.

The line *a b c d k* shows the route taken by many products handled by commission men (or brokers, sales agents, importers, or exporters) and jobbers (or wholesalers). In this case, there are three middlemen between the manufacturer and the consumer; however, the dealer *b* is out of the chain in many instances, the manufacturer in such cases selling direct to the jobber or wholesaler, who in turn supplies the retailer. In such a case, the route would be *a e f k*, making two middlemen between the manufacturer and the consumer. The remaining route *a g k* is the one by which the manufacturer sells direct to the retailer, there being only one stop between the manufacturer and the consumer.

Unadvertised goods of a staple nature, such as flour, cotton goods, unbranded shoes, hats, etc., usually pass through more hands than do such special and advertised articles as a Burroughs adding machine, a Knox hat, an E. & W. collar, etc.

DISTRIBUTION METHODS AND ADVERTISING

29. Advertising an Advantage to the Consumer. General advertising tends to the advantage of the consumer by cutting out some of the middlemen. The less number of hands a product passes through, leaving a profit in each one, the less the consumer is likely to pay for it. There is a distinct tendency in business to bring the producer and consumer nearer together. General advertising tends also to make retailing easier. It makes consumers familiar with products, and enables them to decide what brands to purchase. It establishes for example, the qualities of Gold Medal flour so that the housewives ask for it. Through the sale of advertised goods, the retailer is able to keep his stock within narrower lines. He can turn over his stock oftener, and he does not have to argue to sell. So far as the retailer is concerned, generally advertised goods sell themselves.

30. Older Methods Affected by Advertising.—The older method of selling through jobbers made it necessary for the manufacturer to cultivate the jobber, and the jobber was averse to the handling of new lines. Now that general advertising creates a consumer demand for products, the necessity for the jobber is not so obvious. He becomes an unnecessary element of expense to the consumer, in many lines of goods. The general advertising creates the demand, and all distributive agencies become less and less salesmanship agencies. The advertising causes the consumer to demand the special goods, the retailer passes the demand on to his jobber, and the jobber to the manufacturer. The manufacturer does the selling, through his advertising.

31. The Middlemen.—While it seems to be the object, and the effect, of some general advertising campaigns to eliminate the middlemen, and especially the jobber, it must not be concluded that all jobbers are to be done away with, nor that advertising is going to make it possible for consumers to be served direct from the manufacturer, or that only the retailer will stand between the manufacturer and the consumer. There is a pronounced tendency in this direction, as in the case of the biscuit makers, the beef packers, makers of specialties like the Heinz products, candy makers, etc. But even in these lines it is doubtful if the consumer benefits greatly by reason of the distributing schemes adopted by the manufacturers, save as to the freshness of the goods. The expense of maintaining great systems for distributing their goods, like those of the National Biscuit Company, the Loose-Wiles Biscuit Company, the Heinz Company, the Swift Company, the Armour Company, etc., is immense—perhaps as great as the expense of handling the goods through jobbers. The advantages seem to be largely for the benefit of the producing companies, enabling them to keep their goods fresh in the shops of the retailers, to keep close watch on credits, to make collections, and to be ready to fill orders on the spot.

32. The Office of the Jobber.—The greater number of retailers are not able to dispense with the benefits the jobbers

can give them, in the way of breaking packages, extending credits, nursing trade, and helping out in the many ways the modern jobber has fallen into. The jobber makes one organization handle the distribution of hundreds of products, care for the credits of thousands of customers; he keeps retailers in touch with general trade conditions, helps them with their business problems, and acts the part of the trade big brother.

33. Where Jobbers Are a Detriment.—A reason that is leading manufacturers to omit jobbers from their selling plans, and turn with more confidence to advertising, is their desire to resume control of their product. The jobber may get his shoes, for example, one year from a certain manufacturer, taking the total output of a factory. The next year he may buy of another maker, and leave the other one without a market for his output. As a big shoe manufacturer expressed it, the manufacturers have come to the conclusion that they may as well own their own business for longer than one year.

34. In another way the jobbers tend to check and limit the distribution of advertised goods. For every line of goods that advertising has standardized, there are a dozen in the field for the same purposes that never are advertised and that are usually sold at a slightly lower price. The jobbers furnish the distribution for them, and not infrequently push them in preference to the advertised lines, when possible. It is the pursuance of this policy that has prompted the big advertisers to consider cutting the jobber out.

35. Partial Use of Jobbers.—The manufacturer need not be restricted to selling through a jobber or selling direct to retailers. He may sell to large retailers direct, and allow the jobbers to supply the small retailers, taking care that his prices do not conflict with the jobbers', and that his advertising does not in any way favor the large retailers. It is necessary for the manufacturer, who relies upon advertising to build his trade, to see to it that consumers get the same prices. It will not do for him to sell big stores so low as to allow them to cut the retail price below the figure for which the small retailer

can sell. If the goods are trade-marked, and standardized by advertising, it is of the first importance that the retail price be also standardized.

36. When Manufacturers May Retail.—Manufacturers sometimes, in introducing a new article, find it expedient, both to secure distribution and to get thorough publicity, to undertake to sell to retailers, or even to consumers, for a time; and after the article has become so well known as to have created a steady demand, the business is often turned over to the jobbers.

37. Selling Specialties.—Some general advertisers own and operate their own retail stores, or agencies, or distribute their goods through their own peculiar organizations. Examples are such concerns as the Borroughs Adding Machine Company, International Correspondence Schools, most typewriter companies, the National Cash Register Company, the Regal Shoe Company, makers of safes, machinery, and many other products. These advertisers sell direct by mail, in case of request or necessity, though they are not to be classed as mail-order advertisers. Many shoe manufacturers own, or control, retail stores, but not many of them are strictly general advertisers. W. L. Douglas, the pioneer, is a large advertiser, but not a general advertiser. He advertises in the towns and cities where he has stores. This is true of many large advertisers, as the great "chain" drug and cigar and grocery stores, the owners of which make many of the goods sold.

38. Choosing the Trade Channel.—Many things are to be considered in choosing the proper trade channel by which nationally advertised goods are to be sent to the consumers. The foregoing descriptions of the several channels will help to decide. The advertiser may study the experience of others in his line, and he may use his judgment. The matter of his capital, his manufacturing facilities, his experience in selling, his willingness to install a selling department, and many other things are to be thought about. Trade conditions, whether jobbers now control like lines, whether shipping conditions favor the jobber or the manufacturer, whether retailers can buy in original packages, etc., must be investigated.

39. Exclusive Agencies.—Some articles should be handled by exclusive agencies, such as the advertised and trade-marked clothing, hats, shoes, etc. Agencies for such goods are valuable, because the makers have created good-will by general advertising. The exclusive agency for an advertised article universally used, and subject to intense competition, like hosiery, is not usually found advisable. Consumers will not take the trouble to visit stores where they have not been accustomed to trade to get, for example, Holeproof hosiery or Arrow collars. These must be carried by all haberdashers, or a great percentage of the advertising done for them will be futile.

THE NAME AND THE PACKAGE

THE NAME

40. Importance of Suitable Name.—The name of the article to be advertised is very important. If it is catchy and interesting, as well as descriptive, it is a large element in the success of the advertising. If it has no close relation to the thing advertised, has to be explained, and the public must be educated to remember it and to realize that it belongs to something that they need, it is a handicap to the advertising, and makes it difficult to show results. A name for an advertised article should make readers think of that article in an agreeable way, and be easy to remember and to pronounce. No reader should be uncertain about its meaning or pronunciation. It is costly to make advertising bear the burden of explaining these things.

41. The Sound of a Name.—The selection and arrangement of certain consonants and the use of vowels are also of vital importance in coining a word. Certain letters are more pleasing and better adapted than others to begin a word. Among these are L, R, K, and T.

The letter K has been found particularly attractive as an initial one; as in the words *Kabo*, *Kalamazoo*, *Karo*, *Kodak*,

etc. Possibly it is the fact that this letter is used very little to begin common nouns that makes it seem especially popular in coining. C, pronounced like K, has been used in a number of trade marks; *Calox*, *Co-Arda*, and *Coca-Cola* are examples.

Long vowels give a more musical sound to the word. Short e or short i combined with t, p, or b, tends to give a lighter or humorous effect. Alliteration in syllables, as well as in compound words, pleases the ear and makes the word easier to remember, as *Pompeian*, *Dove Dimity*, *Jap-a-lac*, etc.; or, the first and last letters may be the same, as *Cadillac*.

42. Name Should Suggest Quality and Utility.—The cue to the advertisement should be the quality and utility of the thing advertised, rather than that it was made by W. L. Douglas, John Smith, or Peter Jones. *Uneeda* has become one of the best known of advertised names, but it tells nothing about the biscuit whose name it is. It is a clever name, if one were to assume that everybody knows it means a biscuit and that everybody is satisfied that it is a good biscuit. Literally, the suggestion that it conveys to the reader is that she needs *some* biscuit, not that she needs a particular biscuit. This natural inference has been overcome through having the name used as a trade-mark and exclusively for one make of biscuit. But the fact is that advertising has had to labor a long time, and at great cost, to drive this into the consciousnesses of people, and fix it there. It is a mooted question if the sale of the cracker might not have been better promoted, at a less cost, if a name that suggested the particular biscuit and its quality had been adopted. That the business has been successful, using this name, does not prove that it might not have been more successful at less cost if another name had been adopted.

Another biscuit name is *Sunshine*, and much is made of the fact that its makers have built factories having many windows. They furnish light and air for the working people. In advertising they suggest cleanliness, and a certain lightness to the product. But even with so pleasing a name, it is likely that more must be spent to advertise the factory windows than should be spent. Probably a less general name and one more

applicable to the particular line could be chosen. Advertising has had to build up many names that have nothing to do with the quality or economy of the articles advertised. It should not be called upon to do it.

THE PACKAGE

43. The Advertising Value of the Package.—The package in which the advertised goods is offered may be one of its most efficient advertisements. Sometimes it is. Sometimes it is one of the things that kill the article, and make the advertising ineffective. The package ought to be good to look upon, to suggest the nature and quality of the contents and give an idea of its worth. It is a matter for serious and expert consideration.

In planning the package it is necessary to think of many things, but first among these should be the idea of the advertising value of the carton, the bag, the box, or the can. Its apparent size must be considered, its shape, material, make, color, and particularly the printed matter to be put on it. The buyer's ideas must be kept in mind whether the design suits the artistic ideas of the owner or the advertising manager or not. The package is as much a problem in applied psychology as is the form of the advertisement that is printed in the magazine. The package is seen on the shelves of dealers all over the land, and is all the time appealing to all kinds of people.

44. Experiences With Good and Bad Packages.—A certain article of household use was put on the market and failed. It was liberally advertised, and pushed by competent salesmen. It failed because the color of the carton used made it look smaller than another article for the same use. It had to be withdrawn from the market, a new carton devised that made it look larger than its rival, though weighing exactly the same, and a new start made. All the work and expense of the first trial was wasted, because the designer of the carton did not think to consult the laws of optics. There is a line of foods,

the *Premier* brand, that has packages so simple and attractive that the brand is easily recognized on the shelves of any grocer. Some of the cereal foods are packaged so attractively that it is hard to resist the temptation to buy them. How easy it is to buy the *Domino* sugar packages, and pay more for them than bulk prices.

45. It is to be said that among packages seen in retail stores there are but few that appeal to the buyer. Many are dull and uninteresting. They might always be attractive. If they were, sales would be greatly increased. A certain cheap toilet soap, called *Briar Rose*, which had never been advertised, was given a new box, designed by a competent commercial artist, and the sales were immediately trebled. The Crofut & Knapp hats were put into boxes handsomely designed, and the sales jumped at once. The alarm clock called *Big Ben* is sold in a neat box, which is constantly used by jewelers and other dealers with the clock in their window displays. The box helps to sell a clock that is sold at a price as high as the trade will stand. Some apple raisers market the fruit in attractive and convenient cartons and boxes, and get 50 to 100 per cent. above market prices.

46. An Attractive Package Influences Dealers.—Advertising of distinctive brands has led to packaging goods in so attractive a fashion as to make them desired by buyers and to be objects of real decorative value in stores. There is an owner of a chain of groceries who has worked out a color and decorative scheme for his stores, by arranging package goods. He makes his store a picture. He has photographs, and all of his stores are arranged like them, so that in addition to making them pleasing pictures for all visitors they are uniform in arrangement and he can shift clerks about without interrupting their efficiency a moment. This is of great value to the retailer. Such clever use of packaged goods adds materially to profits. It is certainly the most effective advertising possible. It is much more important that the buyer shall have an agreeable sensation as he enters a store than that he shall be filled with a catalog of the virtues of the goods.

TRADE-MARKS

47. Trade-marked goods have a distinct place in merchandising, and their treatment has become somewhat different from that accorded other goods, in selling and advertising. Manufacturers of distinctive goods find it good policy to spend much money establishing trade-marks, and have usually adopted a plan of distribution, prices, and advertising calculated to repay the money. The name of a product is often the trade-mark also.

CHOICE AND USE OF TRADE-MARKS

48. The Trade-Mark.—The trade-mark is usually wrought into some design, and it is the design that is protected by the patent laws, though the words, or the form of words, used are often thus protected. The design is not always suggestive of the goods or the concern making them. It is often an arbitrary symbol, having no significance other than that given it by the use made of it; though most designs used as trade-marks have some suggestive meaning that is intended to lead the mind to the article advertised, as the marks of Baker's chocolate, Fig. 3; Sherwin & Williams paints; the American Bell Telephone companies; Ostermoor mattress makers, Fig. 4.

Fig. 3

The trade-mark is sometimes the name of the maker of the article, as Steinway pianos, Chickering pianos, Williams' shaving soap, Mennen's talcum powder, Colgate's shaving cream, Crane's Linen Lawn writing paper, Welch's grape juice, Gordon hosiery, Gillette safety razors, Packard automobiles, etc. The trade-mark is sometimes a personal signature, as the Edison signature, the Wanamaker signature, etc. The initials of a firm name are used for a trade-mark, as R. & G. corsets, Fig. 5, and *Nabisco* for one of the products of the National Biscuit Company.

Fig. 4

Fig. 5

The trade-mark is often a phrase or word signifying some distinctive quality of the thing advertised, as *Shuron* for a clip for eye glasses, *Ivory* for a white soap, *Keen Kutter* for a line of cutlery and edge tools, *Rising Sun* for a stove polish, *Shushine* for a shoe polish, *Rubberset* for brushes the bristles of which are set in liquid rubber.

The mark of the A. B. Kirschbaum Company, makers of men's clothing, is a conventionalized cherry tree, because it is explained that Kirschbaum means cherry tree in English. *Cherry-tree* brand of clothing means just a name to buyers, and the name means what the advertisers make it mean by their theory of business. This motive is a good one for a personal mark, or for the basis for a personal coat of arms, but it has no particular merit for a trade-mark, since its significance has always to be explained, and when understood has no connection with clothing or quality.

49. Trade-Mark Should Refer to the Goods.—As an advertising proposition, the trade-mark that has no connection with the goods, as descriptive of them or as suggestive of their quality or use, is expensive. It is pointed out that trade-marks like Mennen's, Fig. 6, are very valuable, which is true. It is also true that if Mr. Mennen could have brought himself to choose a mark that indicated quality in his goods, and had spent the same amount of money advertising the goods under the trade-mark, it is likely that both the business and the trade-mark might have been more valuable now.

FIG. 6

50. The trade-mark should lead true to the vital quality of the goods. It is a part of the advertisement. It should not be a mere shibboleth, nor should it claim superlative virtue. *Nonesuch* as a name for a prepared mince meat is a superlative, implying that no other mince meat is as good, which may be true, but is improbable. The Douglas shoe has the portrait of the owner for a trade-mark, and it is now very valuable. It has been used in advertising for many years,

and has become so familiar to readers of newspapers as to enable them to single out the advertisement without loss of time, to read it or to pass it over. This also took much advertising. The idealized portrait of Mr. Woodbury, Fig. 7, on the package and in the advertising of the Woodbury facial soap, on the other hand, has significance, as it suggests to men with skin troubles the desirability of having a countenance as unclouded and flawless as the trade-mark, and holds out the unvoiced hope that this soap may help them.

FIG. 7

51. The Ideal Trade-Mark.—The ideal office of the trade-mark is to guarantee the goods—to assure the reader of the advertisement that he will be served in the same manner all the time, and that he can rest easy on the score of quality. Used for this purpose, and to supplement careful advertising, the trade-mark is of great value to the maker of standardized goods. Discriminating buyers are willing to pay in the vicinity of from 10 to 25 per cent. advance for the sake of getting goods guaranteed by trade-marks. Men do it for hats, hosiery, shirts, ties, and for sporting goods. Women do it for millinery, hosiery, suits, and for domestic supplies. *Beechnut* bacon sells for about twice the price of ordinary strip bacon. *Deerfoot* sausages and pork products sell well above the market. *Normanna* products sell something like 20 per cent. above the market. Certain brands of print butter sell for more than double the price of first-class Elgin butter. *Huyler's* candies sell for more than as good goods without the trade name; as do *Belle Mead* sweets, and other brands with advertised trade-mark names.

52. Trade-Mark Prevents Substitution.—The consistent use of trade-marks tends to prevent substitution. It would be impossible to substitute another soap for Woodbury's or Cuticura or Pears, if the buyer asked for them by name, as he would. The mark fixes in the mind of the buyer the article he wants, and it is not possible for any imitator to use the mark on packages intended for substitutes. The trade-mark

establishes a habit. It helps buyers to decide. Soap is not merely soap, but Pears, Colgate's, Cuticura, Resinol, or some particular brand of soap. It establishes the habit of thinking of a mark or a phrase. The phrase used by Colgate to advertise a tooth paste, "A miss is as good as her smile," is a great asset to that house, though not exactly a trade-mark. It is of the nature of that other less clever phrase, "See that hump?" which once did such yeoman's service in building a great business. To think of one of these clever and money-making sayings, and to apply it in otherwise good advertising, is an evidence of genius.

53. An Appeal to the Consumer.—The good trade-mark, properly used on packages and in advertising, is a bridge that connects the manufacturer with the consumer, and obliges the jobber, the wholesaler, and the retailer to cooperate with the manufacturer in his work of popularizing his product. It is one of the most effective consumer appeals available. If a jobber begins to handle trade-marked goods, he must continue to use them. It is not possible for him to shift to other makes. The trade-mark, which has been accepted by the buyers, holds him fast. When women demand *Fruit of the Loom* sheeting they are going to have it, and the retailer is going to see that it is available for them. No other sheeting will do. So of Heinz's pickles and preserves. If people want *Heinz* goods, the retailers are going to keep them in stock—and the trade-mark has helped to fasten the demand for pickles to the Heinz brand. It helps the Heinz concern to take care of competition, and it makes it impossible for salesmen to leave the employ of the concern and take their trade with them.

54. Trade-Marked Goods and the Retailer.—The advertisers of trade-marked goods do the greater part of the work of creating the business for the retailer, and so are in a position to ask him to maintain prices and to push his goods. There is a certain brand of coffee on the market in New York City and nearby suburbs, *Yuban*, which was at first received by the retail trade with much coolness. It is a blend selling for about as much as people are willing to pay for coffee; and

the handlers make the retailer pay a stiff price for it. The enterprising retailer likes to blend his own coffee, as he knows that he can by that means get a coffee that his trade will buy, at a cost several cents lower than the wholesale price of *Yuban*, or any other trade-marked coffee. But the Arbuckles chose a particularly good name, made a very attractive package, and put on one of the most attractive advertising campaigns the country has ever seen. They created the demand, and now all the grocers have to carry the coffee. The blenders made of the trade-mark a bridge that put the consumers in touch with themselves, and they were able to force the retailers to take up their goods.

55. Forcing Not Best Policy.—Forcing is not the best use to make of the trade-mark, however. Retailers that are forced to stock an advertised trade-marked article against what they believe to be their interests, form a rather frail reed for the manufacturer to lean upon. Those manufacturers of trade-marked products who are wise see to it that all of the interests of the retailers are protected. They go further, and make it possible for the retailers to make more money with their goods than with goods not trade-marked.

56. The Creation of Trade-Marks.—The creation of a trade-mark for an article that is to be advertised, and is a staple that may be expected to have constant sale, is a matter of very great importance, and of great delicacy. It is a task that demands imagination and business shrewdness. It should be intrusted to capable advertising men, with the cooperation of a lawyer who has specialized on patent and copyright law. The foregoing paragraphs suggest the nature of the task. It has sometimes taken years to get the right mark for a business. Sometimes manufacturers have enlisted many people in the work, in the form of a competition or paying each one for his effort. Sometimes an established mark or symbol is used. The National Biscuit Company took the so-called "Plimsoll mark" that had been used by Lloyds, of London, to mark a seaworthy vessel, and before that by one of the old Italian printers. The rather far-fetched idea was that the *In-er-seal*

packages of the National Biscuit Company were to be considered as impervious to intruding dampness as the good ships insured by Lloyds; an explanation that but few users of Uneeda biscuits will ever hear of. Many marks have been taken from Japanese books of symbolic drawings, and from the foundation books of design made by English, French, Dutch, and German artists.

The creation of an original trade-mark that will justify itself is the work, as has been said, of an inspired genius. Too much pains cannot be lavished upon the task.

57. Trade-Mark Should Be Utilized.—When a trade-mark has been secured, it should be used in all advertising, on every article, on all packages, on all stationery, etc. It should be made to accompany, or lead, the thought of the article, agreeably and persistently, so that it will always be in the minds of people when they think of the article to which it applies, and, vice versa, that people will always think of the trade-mark when they think of the article. It is sufficient to say of an Eastman camera, "It is a Kodak." Kodak has come to mean camera, and camera has come to mean Kodak. The trade-mark of the United Cigar Stores, Fig. 8, is as familiar as any symbol in the United States, but as it cannot be spoken it is an identification mark only. Until recently the Eastman cameras and supplies were handled by exclusive agents, and their stores were Kodak stores. The United Cigar Stores trade-mark would have been a thousand per cent. more valuable if it had been some word as easy to remember and as euphonious as Kodak, so that the stores could have been designated by it. This word Kodak, is an ideal trade-mark. It is a manufactured word. It meant nothing until the Eastman Company made it mean camera. Nothing about it had to be unlearned, ignored, or forgotten. It is easy to speak, and easy to remember. Its enunciation produces a pleasurable sensation. Its associations are all with the camera and all of its psychological elements tend to pleasurable attitudes toward the camera.

FIG. 8

WHAT A TRADE-MARK SHOULD BE

58. Trade-Mark a Service to Public.—A distinguished trade-mark specialist says: A trade-mark should be a guide to the public, indicating what is desirable, and enabling purchasers to avoid what is undesirable. The reason for its being, and the basis of its protection, is service to the public. Strictly speaking, it is not a property that belongs to a manufacturer, jobber, or retailer, except as it is associated with good-will—the good-will of the public.

59. A Constructive and Protective Force.—To be completely efficient, a trade-mark should be both a constructive and a protective force; it should be, among other things, appropriate, attractive, pleasing, readily understood, generally and universally understood among the nationalities and classes embraced within one's merchandising plans; also the trade-mark should be easily remembered, easily pronounced, referred to, or described, and, if possible, be a stimulus to mental imagery. Above all, the trade-mark should be distinctive, individual. No trade-mark can be too individual, too widely differentiated, or separated, from other trade-marks.

60. Must Be Simple and Individual.—The easiest way to make it individual is to make it simple. Needless detail tends to confusion. Illustrative of this are the general run of coats of arms and crests. To the average person they are, like Chinamen, all alike, really different though they may be.

One's legal rights depend absolutely upon the trade-mark's individuality. Always there should be before the trade-mark designer and prospective user this question: "Has the trade-mark before me been adopted and used by any one else, either in the identical or similar form?" The answer is vital.

61. Inventory of Competition.—In order to arrive at such answer, it is necessary to have an *inventory of competition;* that is, to search the records of trade-marks registered not only in the Patent Office, but among the individual states, which protect marks in much the same way as does the Patent Office,

sometimes giving an additional remedy for infringement, by way of criminal punishment of an offender.

Besides these registered trade-marks which, in the Patent Office alone, now reach 150,000, two-thirds of which have been registered during the past ten years, there are hundreds of thousands of unregistered trade-marks which must be taken into consideration, which must not be infringed.

62. Clean Hands.—Courts demand that those who seek protection from unfair competition of any kind, infringement, substitution, injurious advertising and the like, must approach Justice with clean hands.

Always there are on trial the rights of the two litigants, not the rights of the offended alone. Unguided, uninformed, ignorantly, one may have chosen a trade-mark that infringes upon the rights of a prior trade-mark. Or he may have used his trade mark, whether innocently or not, in a way that tends to mislead, though it may not actually have misled the public; or he may have injured the public by furthering the sale of unlawful commodities, or even lawful commodities sold in an unlawful way.

63. Patent-Office Requirements.—If a trade-mark is to be registered in the Patent Office it must be:

A *coined* word, a dictionary word or name used in a fanciful, fictitious, or suggestive sense, or any one of about one hundred varieties of words, letters, numerals, symbols, signatures, portraits, and the like, singly or in combination, provided such trade-mark does not belong to one of the following *not* family; that is to say:

Not obviously descriptive of the nature, character, quality, grade, make-up, ingredients, materials, form, size, decoration, color, or appearance of the article, or of its label or package.

Not the mere name of an individual, corporation, or association, and never the name, portrait, or signature of a living person, without written consent.

Not the name, distinguishing mark, character, emblem, colors, flag, or banner of any institution, organization, club, or society.

Not the emblem of the Loyal Legion, the Red Cross Society, the Masonic order, or any military or fraternal body.

Not composed of the flag, coat of arms, or insignia of the United States, or of any state, municipality, or foreign nation, or any simulation thereof.

Not a mere geographical name.

Not the mere name of a building or business location.

Not identical with, nor so similar to a trade-mark previously used for articles of the same nature, that it may deceive or confuse unsuspecting, unwary, ordinary purchasers.

Not a misrepresentation in itself, or used on a label or in association with advertising of a commodity that is such.

Not obscene.

Not libelous.

Not a violation of that veneration, love, or respect which is generally known to be associated with certain individuals, offices, and stations in domestic, religious, and public life.

Not used in association with a commodity which is injurious to the public or in which trading is unlawful.

A trade-mark intended for registration in the Patent Office must also be: Affixed, printed, branded, or otherwise impressed upon or woven into the commodity, or its label or package, as a means of identification. Use in advertising only will not suffice.

Further, the trade-mark must be actually so used in sales and shipments to customers in different states, in foreign countries, or among Indian tribes, and be owned by an individual or concern domiciled in the United States, or by an individual or concern domiciled abroad which is able to meet the special condition in the federal statutes under which registration in the Patent Office is made possible.

64. Expert Advice Desirable.—To some of the requirements listed above there are exceptions, and these can be learned after careful study of the statutes and decisions; but manifestly in no case is it wise to choose or use or register a trade-mark without expert advice from men who give their whole time to the problems of trade-mark creation, adoption, use, registration, and protection. Trade-marks fall within one of

the biggest problems of business, and now more particularly because competition is becoming more tense at home. To make this problem still more burdensome, comes the baffling mass of trade conditions in the foreign markets.

Many trade-marks of value in this country are misunderstood or offensive abroad. One must go into a range of inquiry that may take years, certainly several months, if one is determined to do without expert help, and find out conditions by himself. What folly to pursue such a course when the trade-mark is the very basis upon which good-will rests, that good-will being, in a large proportion of the great merchandising successes, the one property without price, because it insures sales and the stability of the business—being of the substance which will outlast buildings, machinery, and men, the substance of which friendship and reputation are made.

65. Importance of Registration.—"Is registration necessary?" the trade-mark specialist is constantly asked. The answer is, emphatically, "Yes," if for no other reason than that registration acts as a public and accessible guide to those among one's competitors who wish to avoid unfair competition. Inasmuch as every infringement, no matter how trifling, would in some measure interfere with one's profits and good-will, and efforts to put an end to the infringement would cause annoyance and draw upon one's time, efforts, and means, it is economical to make this public record of one's claim. The cost of registration is comparatively little in either the Patent Office or among the several states. In Latin America, and in several countries abroad, registration is in the nature of a franchise to do business. Without it, the trade-mark owner is not only likely to forfeit his property rights, or marketing rights, but also is open to serious embarrassment, loss, and penalties.

66. Preparedness.—Every worth-while trade-mark is open to attack and to misappropriation (infringement) at any time, and as the means of overcoming difficulties are the facts and law that can be made to support one's claims, it is advisable to establish early relations with counsel qualified to prepare for any and all contingencies.

With such service engaged in advance of trouble, one need not divert time and energy and means into attempting to be one's own lawyer, but rather make the services of the lawyer the more economical by a profitable utilization of them. Such an adviser will tell the advertiser when his own or others' trademarks are infringed; but better still, if the adviser is of the right sort, he will work with his client in constructive plans that will reduce infringement, not only in volume but in ultimate effect.

MANAGEMENT OF GENERAL CAMPAIGNS
(PART 2)

BEGINNING THE ADVERTISING CAMPAIGN

METHODS OF HANDLING THE ADVERTISING

AGENCIES AND MANAGERS

1. Placing Advertising Through Agencies.—Having considered the marketing problems, the preliminary steps in the actual advertising campaign demand attention. One of the first things to be decided is whether the advertising is to be placed through an agency or direct. If an agency is to be employed, it should be chosen, and all of the subsequent work done in connection with it. If the agency is to attend to all of the planning, copy-writing, selection of mediums, etc., the work of the general campaign from this point is performed by the agency, in consultation with the advertiser. If the agency is to be used for the purpose of placing the advertising and checking up the accounts, fixing rates, etc., the constructive work must be done by the advertiser. If the advertiser is a large concern, it is advisable to have an advertising manager, even if most of the constructive work is done by the agency. If the advertiser is a medium-sized concern, or does but a relatively small amount of advertising, it is not necessary to employ an advertising manager, but it is essential that the agency be selected with great care.

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2. Functions of an Advertising Agency.—The agency and its functions are considered in a later Section, but some explanation here will help in the understanding of campaigns. Agencies have two distinct varieties of functions: They act for advertisers as publicity advisers and constructive advertising factors, and they act in a strictly accounting way, placing the business that the advertiser has prepared in mediums selected by the advertiser, checking up the insertions and the bills.

The accounting for an advertising campaign is different from any of the regular work that goes through ordinary business counting rooms, and cannot well be efficiently handled by advertisers unless they install separate organizations for the work. This is not economical, unless there is a very large advertising business. Even large advertisers have found it advisable to turn over to agencies all of the operating work of their advertising campaigns. The decision by the advertiser as to whether the agency is also to act as advertising manager for him is quite a different matter.

3. Expert Analysis by Agencies.—The better advertising agencies have a corps of men who are very expert in the analysis of marketing conditions, and in making advertising campaigns that are calculated to give the advertiser good service. They undertake to make all the necessary investigations, and advise in accordance with conditions. They work in complete harmony with the sales manager, as well as the advertising manager, and, while they sometimes fail, they are perhaps more likely to succeed than are inexperienced advertising managers, or advertising managers of the caliber most advertisers can afford to employ.

4. Advertising Manager and the Agency.—The advertising manager of a concern that places its advertising business in the hands of an agency usually devotes himself to selling and marketing investigations, and to the work of coordinating the selling and the advertising. He keeps in touch with the salesmen, and tries to help them to work along the lines of the advertising. Figuratively, he *sells* the advertising to them.

He studies the field from the point of view of the advertiser, to enable him to both advise and check up the agency. He may be said to make a continuous study of marketing, to develop new fields and new methods. He advises about new lines of goods, and the general policies of the advertiser that bear directly on the problems of getting the right goods for the consumers and getting the consumers for the goods. He passes on all the work of the agency, consults constantly with it, and directs, in a general way, its work. He rarely concerns himself with copy, though his *O. K.* is necessary on all copy that is used.

5. Advertising Manager of Firm Handling Its Own Publicity.—The advertising manager of a concern that creates and handles its own advertising gets his leads, that is, his knowledge of the goods, and his ideas regarding the general policies of the firm, from the selling department and the general manager of the business, and devotes most of his time to making advertising campaigns, producing the advertisements and advertising matter, selecting mediums, and managing his force of employes. He is not so likely to be dealing with marketing conditions, though this depends on the nature of his organization. A few managers of this class have assistants who attend to most of the routine work, including the preparation of copy and dealing with mediums, leaving the manager free to study marketing.

It will be found that every manager is a law unto himself, so far as his definite functions are concerned. No two of them work along identical lines.

THE ADVERTISING APPROPRIATION

6. The advertising appropriation is an important matter to be decided after the marketing question has been settled. Most advertisers fix their appropriation arbitrarily, in accord with their capital, their free funds, what they "can afford to spend," or by some rule not strictly based on the necessities of the case. Many who are able to command any reasonable sum appropriate a fixed percentage of the estimated business—as 2 per cent., or sometimes as much as 5 per cent. The true way is, of course, to spend as much for advertising as is found

necessary to carry out plans made after having made a thorough analysis of the situation.

7. Analysis for Determining Appropriation Required.—One advertising manager, who has long been known as an expert, uses the following plan of analysis where the advertising appropriation is being considered:

Class of Commodity: Necessity—Every family must have it.
Utility—Most families should have it, but can do without.
Luxury—No one needs it. Few can afford it.
Market: Necessity—Universal market, small margin, price competition or market conditions control market. Example: Sugar.
Utility—Fair market, usually must be created, good margin, moderate competition. Example: Sewing machine.
Luxury—Limited market, mostly forced, large margin, little direct competition. Example: Billiard tables.
Restrictions of Market: Distance to trade, freight, express, post, or time.
Portion of trade normally held by competition.
Limited producing capacity.
Limited financing ability.
Sales Costs Factors: Sales force.
Promotion, as demonstrations and educational work for future sales.
Advertising.
Considerations Affecting Appropriation: Per cent. of maximum possible sales enjoyed.
Reduction of operating and overhead costs by increasing volume.
Increasing frequency of capital turnover.
Out-advertising competition.
Extent of credit to trade involved.
Trade outlook.

8. Another advertising authority, who is actively engaged in planning different advertising campaigns, gives the following list of factors to be considered, but says that the problem is different for each business:

Quality of the product.
Cost and marketing price.
Necessity or luxury.
Trade conditions affecting the product.
Existing competition or possible competition.
The necessity of acquaintance with advertising.
Possible per capita sale.
Life of product.

Rapidity of consumption.
Change of fashion or condition.
Seasonable or constant demand.
Intermittent or regular demand.
Sales support of the advertising.
Territory boundaries controlled by shipping expenses or other conditions.
Whether there is a general line that would derive benefit from the advertising of a single specialty, as there is with Keen Kutter pocket knives and Heinz ketchup.
A subsidiary sale to depend upon, as in talking machines and safety razors.
The necessity of maintaining demand already created as well as creating new demand.

When considering the possible per capita sale, as indicated in the above analysis, an investigation should be made to ascertain how many people in the territory under consideration can possibly be interested in the article. This analysis of purchasing ability is considered later on in connection with the selection of advertising mediums.

The important thing to have in mind in fixing the appropriation is the immediate necessities of the case, and getting to a fixed percentage of advertising earnings for the advertising appropriation as soon as possible.

9. Application of the Analysis.—A careful commonsense analysis of a business and the market possibilities along the lines mentioned, if used with a knowledge of advertising, ought to show the way to fixing the proper appropriation. Not much can be said in favor of fixing the appropriation on the basis of a percentage of sales for a year that has passed, unless it can be positively known that conditions are to be the same for the coming year. A great many advertising appropriations are fixed for the purpose of using surplus earnings, to absorb savings made in various ways, because a certain sum can be spared, according to the caprice of directors or managers, and for many reasons not connected with the actual necessities of the occasion. For example, an advertising manager planned a campaign and estimated the cost. The directors cut his estimate in half. He told them he would not spend a dollar unless he had the full amount, and explained that if but half

the appropriation asked for was to be used, the money would be wasted. He had to offer his resignation before he got the amount he needed. It would be as sensible for a board of directors to order a contractor to go on and build a factory for $50,000 when the architect's plans and estimates called for $100,000 as for them to ask an expert advertising manager to execute a campaign for $10,000, the cost of which he had estimated at $20,000.

TRADE CHANNELS AND CONDITIONS

RELATIONS WITH THE DEALERS

10. How Shall the Goods Be Distributed?—Before the general campaign is fixed, and work begun on it, the important matter of the relations with the trade channels has to be decided. Shall the goods be handled by jobbers, sold direct to retailers, or sold to consumers? This question can be settled only by each advertiser. All depends on the nature of the goods. Some classes of goods may be handled in any of these ways; and then the question is as to the capital and plans of the manufacturer. It can be seen that if goods are to be sold direct to consumers the advertising campaign will probably be a mail-order proposition, and therefore not to be discussed in this Section. But if the advertising campaign is to be general, it will have to be addressed to consumers, though it may be planned to work through either jobbers or retailers. The chief object of a general campaign is to create a consumer demand, and thus induce jobbers and retailers to stock the goods. This is about the only argument jobbers and retailers will now listen to. When buyers begin to call for certain goods the retailers begin to ask jobbers for them, and jobbers begin to offer them through their selling organizations.

11. Almost all food products are thus sold. The advertising is directed to the consumers, and the distribution precedes the advertising, so far as possible, though many retailers will not stock an article until after the advertising has created

some demand for it. A new brand of coffee, for example, is first attractively advertised, some distribution being arranged for at the same time. Then when people begin to inquire for it, another careful effort is made to complete distribution; but complete distribution is not secured until the demand becomes very general and insistent, and retailers are forced to buy in response to repeated calls.

12. Selling Through Two Channels.—Some products may be sold to retailers and through jobbers also. This is often the case in the grocery trade, and in lines that are handled by general and country stores. A jobbing grocery house will usually take orders for anything the dealers wish to buy. A grocery house that specializes on goods of its own make or packing will usually take orders for all the goods the retailer may need at the time. Francis H. Leggett & Co., while specializing on its own Premier brands of foodstuffs, will take orders for any other makes that are handled in the open market. On the other hand, Swift & Company will not take orders for meats packed by other concerns, nor will the salesmen of H. J. Heinz take orders for other brands of pickles and relishes.

13. Advertiser Should Help Jobber.—If the advertiser decides to sell through jobbers, protecting himself by trade-marking his product, or by advertising, it is policy for him to do all he can to help the jobber create a market and handle his goods at a profit. He has not only to sell his goods to the jobber, but to help the jobber sell to the retailers. He has to create a consumer demand, whatever method of handling his product he adopts, and unless this demand is very pronounced the jobber will make little special effort to push his goods. Many manufacturing advertisers aim either to supply directly the retailer and consumer demand, or see that it is supplied through jobber or retailer. They find it not economical to trust completely either jobber or retailer to respond to incipient demand. They make it a part of their advertising campaign to nurse consumer demand with great care. It is when the jobber is put in this relation with the manufacturer that he is more likely to give efficient service. The old custom of making

goods and turning them over to jobbers, without considering methods of attracting consumers, is pretty well discredited. The advertising policy follows the article all the way from its production to the hands of the consumer, and beyond. It tries to discover the use made of the product by the consumer, and to show him how to get the most out of it.

14. Dealing Direct With Retailers.—There are many retailers who deal with jobbers as little as possible, trying to buy in quantities large enough to warrant manufacturers' dealing direct with them. More and more lines of goods are packed and handled to meet this desire of the retailer, and many retailers have goods made to suit their trade, or packed in distinctive cartons or holders. Goods that can be handled in this way go direct to the retailers. The manufacturer who sells to retailers knows where his goods are consumed, and finds it easier to modify his customs or processes to suit consumers' conditions. His salesmen are able to help the retailers, and get them to make special efforts to push sales. He can better maintain retail prices if his salesmen go direct to the retailers. But, if the maker goes direct to the retailers, he will incur the opposition of jobbers, he will have to maintain a large corps of salesmen, and he will have to assume the risks of extensive credits and the expense of the warehouse.

15. The Exclusive Agency.—There is another avenue for selling manufactured goods—the exclusive agency. It is a question of the kind of goods and the class of people to whom they are to be sold. The exclusive agency idea is not so much in favor as it once was. Holeproof hosiery was once sold by exclusive agents—one store in a town or city. The plan did not work. People would not go for socks to stores they were not in the habit of visiting. They bought the socks their stores had. It is different with other articles. Men's clothing made by advertising manufacturers is sold by exclusive agents. Pianos and other musical instruments, typewriters, cash registers, adding machines, men's hats, shirts, shoes, certain fabrics, and many other articles, are sold by exclusive agents, wholly or in part. Articles that cost enough to make it worth while

for the buyer to hunt up exclusive agents may be thus sold, and are so sold. Certain specialties, such as typewriters and cash registers, require expert salesmen. But if the article is one of common use, and can be used without special instruction, it is questionable whether the exclusive agency idea is a good one. Many other articles, like Holeproof hosiery, that began in the exclusive field, have abandoned it.

It is to be noted here that a mistake of this nature is often made by manufacturers that attempt to market their product direct to consumers by mail-order methods. Ostermoor mattresses and Ingersoll watches are examples. It is not wise to attempt to make articles of common use difficult to get. All makes of automobiles could not well be sold by one dealer, but dollar watches can, and such a necessity as mattresses can.

16. Modern Manufacturer's Selling Conditions. Manufacturing has changed radically. Formerly the manufacturer knew that end of the business only. Now the successful manufacturer must be a salesman, and know his market. Manufacturing is secondary to selling. The selling possibilities and plans must be understood and settled before a factory is built. It is this change in position that has made manufacturing primarily a problem in advertising, and it is this that makes it so much more important than it used to be to study very thoroughly these channels of trade before deciding the extent and character of any advertising campaign.

PRICES

17. Price Maintenance.—In planning a general advertising campaign, it is important that the net return on the business be carefully figured, and that it may be possible to figure it. So the matter of price maintenance is of importance. Manufacturers, especially of patented or trade-marked articles, wish to have the retail price they fix observed by retailers, but some retailers wish to cut prices. On this question there has been much litigation, to determine whether manufacturers or jobbers have a right to insist that retail prices shall not be cut. One of the best known test cases involved the sale of books at

less than published prices, and was aimed at a New York department store. The store won, and the decision appears to make it plain that a retailer has a right to *sell* an article that he *owns* at whatever price he pleases to fix.

18. But prices of many articles are substantially maintained, notwithstanding the decisions of the courts. Manufacturers have many ways of inducing retailers to maintain fixed prices. They resort to various devices. Manufacturers of the Victor Talking Machine get around this difficulty by not selling their machines or records, but by licensing them on a lump-sum royalty basis. This plan has been contested, but at the time of writing, the United States Circuit Court of Appeals upholds them in the plan. However, many advertisers have come to the conclusion that the better way is to show the retailer how to keep and increase his trade without cutting prices. Many of the trade-marked goods are sold to retailers at prices that make it impossible to cut retail prices without incurring loss. These goods rarely yield the retailers more than a very small margin of profit above selling expense, and they are ready to consider any sensible plan for avoiding cutting. Some department stores and chain stores cut everything they handle, or profess to; but the truth probably is that they actually cut but a small portion of the articles they sell, and more than make up that loss by handling goods made for or by themselves, on which they can realize all the profits usually going to middlemen as well as the usual retailer's profit.

19. Restricted Selling.—Some manufacturers and jobbers have adopted the policy of not selling to price-cutting stores, such as chain and department stores. A recent decision sustained the Cream of Wheat Company in such a refusal to sell. This policy is of some advantage to the retailers, but not very much. One of the largest of the manufacturing and importing grocery supply houses will not sell to the chain stores, but those stores are not thereby embarrassed. They prefer to sell their own brands, or articles they can buy in large quantities that have no distinguishing brands. And it is to be conceded that there are chains of stores that sell nothing but

the best goods obtainable, and realize all of their profits from the economies they are able to effect in buying, organization, management, and the reduced general overhead expenses they enjoy. They rely on service for their publicity. They are scientifically far in advance of the ordinary retailers. While they do not advertise extensively in the ordinary way, their whole theory is based on the fundamental of advertising that the buyer must be satisfied with goods and service. The price-cutting department stores have not established so enviable a reputation. They use price-cutting as a bait to lure buyers into their stores. Their overhead expense is so heavy that it is an economic impossibility for them to cut prices all along the line. On the contrary, they must get a higher average of profit than the ordinary retailer. They effect this partly through large buying at low prices, by handling bankrupt and surplus stocks, and by putting high prices on some goods. They make rapid turnovers, take all time discounts, and manage in many ways that are not available to the ordinary retailers to make their net profit sufficient. Their great advantage is their comprehensive stocks. Any shopper is certain to see some things he did not intend to buy when he entered the store, and a large proportion of lookers do buy things they had not intended to buy.

METHODS OF ADVERTISING

APPLICATIONS OF DIFFERENT METHODS

20. Choice in Methods of Advertising.—What method, or methods, of advertising shall be adopted for a given line of goods depends on the goods and the class of people to whom they are to be sold. Other considerations affect the choice of methods, but primarily the two mentioned should control. All of the facts in any business must be thought of when methods are discussed—the location, the size, the amount of the product, the amount of the capital, the amount of advertising to be done, the general policy of the management, etc.

21. Many methods can be used for local advertising that are not available for general advertising, and methods of

general advertising may be effective in some localities, and for some goods, which cannot be considered for other localities or other goods. As in every other step in the work of shaping an advertising campaign, everything in relation to the particular problem in hand that is different or distinctive must be taken into account when fixing upon methods to be employed.

22. Available Methods.—In general, the methods that are available to general advertisers are: *Newspaper* and *magazine advertising*, and the use of *trade* and *class papers; direct advertising*, which includes all kinds of printed matter that is delivered to specified persons direct from the advertiser; *outdoor advertising;* advertising in *street cars*, *subways*, etc.; special plans to interest and aid retailers; *sampling*, *demonstration*, *novelties*, and the like.

23. Newspapers have not been so extensively used for general advertising as they might be if there were organization and agreement among them. It is now a great problem to arrange a national campaign in newspapers. Their rates are fixed for their restricted fields, without much reference to standards of value. For the reason that newspapers do not have national circulations, they are more available for local advertising. General advertisers use them for local effect, and in some cases for general effect also, though that involves very large expenditure.

24. Magazines.—Magazines, meaning periodicals published for general circulation, whether monthly, weekly, fortnightly, or quarterly, are used for general advertising because, at least theoretically, their circulation is general—diffused over the whole country. As a matter of fact, no magazine gives a strictly national circulation to the advertising it publishes. One may circulate quite thoroughly in the East, another in the West, and another on the Pacific Slope and in the Far West. To get a general circulation through magazines, the advertiser must make a careful study of the areas in which each of the magazines circulates and select those whose combined circulations give the best general circulation.

25. Outdoor Advertising.—Newspaper and periodical advertising is sent broadcast with the hope that some of the people who read those publications may also read the advertising. Outdoor advertising consists of billboards, electric signs, and the like. It is used in the hope that people traveling the roads and streets will notice and read it, and it has not the competition of reading matter to contend with. It has, however, the competition of whatever other things there are on the roads and streets to attract attention, and the competition of the necessity of travelers' looking after their own safety and guiding their steps in the direction they wish to go. Street-car and subway advertising has to take its chance for attention from people who are hurrying to get somewhere, except that when they are seated in cars there is little to prevent their seeing and reading the advertising cards.

26. Other Forms of Advertising.—*Direct advertising*, by means of booklets, mailing cards, etc. sent to individuals, has no competition, if the booklets, etc. are good enough to attract attention at all; however, they run the risk of being summarily dropped into waste baskets unread. *Sampling*, *demonstrations*, *novelties*, and the like, have the merit that they actually get the attention of people, either as individuals or in small groups. They are usually salesmanship devices, as well as advertising. The demonstrator either sells goods, or they are for sale at the place he operates. Samples are for the purpose of giving prospective consumers an opportunity to test the goods. Novelties that are given away are meant to lead to sales through a certain sense of gratitude, or obligation, the recipient is supposed to feel toward the donor. The fault with many novelties is that they don't suggest the article offered for sale, either as to form, utility, or quality.

DEMONSTRATION AND SAMPLING

27. Methods.—Demonstration and sampling are alike in their advertising effect. They show consumers the utility and desirability of the goods. Some products, like Kaffee Hag, for example, need certain treatment in preparing for use, and

demonstrators go about explaining and exhibiting those treatments. In the case of Kaffee Hag the flavor is brought out by a special method of brewing, and clever women are sent to retail stores, with the necessary percolators, where they make the drink and serve it to visitors. They explain what has been done to the coffee bean to extract from it the caffein, and how this process changes the nature of the coffee, making a different process of brewing desirable. They serve tiny draughts of the drink in lovely cups—and they are ready to fill orders for the Kaffee Hag, to be credited to the store. These demonstrations are accompanied by skillfully dressed windows and store displays. It is not unusual for the sales during a week of demonstration to come near to covering the expense, and the retailer generally stocks the material and pushes its sale.

28. What to Sample.—Sampling is undertaken for things that do not need special preparation before being used. Shredded Wheat is systematically sampled at intervals. Housekeepers receive two biscuits in a miniature package. The Standard Oil Company has sampled a preparation to clean and polish woodwork, using neat cans, and delivering the packages from handsome auto trucks. There is enough of the material to last an ordinary family several months—until other preparations have been used up and their containers disposed of—so that the strong suggestion is to buy more of the new material. This is a very expensive method of advertising, but an effective one. Samples are often offered in advertisements, but there is often some condition attached that limits the effect, such as that the reader shall send the name of her dealer, or that she shall fill in the names of several neighbors. These sample offers with a string on them are not so effective as are those that give something without a suggestion of any service in return, except that the sample be tried.

29. Sampling and Selling.—Some sampling is cleverly united to a selling plan, which makes the sampler not only pay for the goods he tries, but also causes him to embark on a series of buyings that net the advertisers large sales. A breakfast food manufacturer conceived a *development* scheme. He

asked mothers to enter children in a development contest. A chart was furnished and the mother was required to send the cover of a package of the goods with her application. She had also to feed her child on the food for 3 months, and then turn in the chart showing the growth of the child. As the lure, there was a prize scheme whereby $500 was to be divided among twenty-five contestants. A soap manufacturer asks for 30 cents for a picture for the nursery wall, with a box of talc powder. Another soap maker sends a man with a suit case full of silverware, who explains to the housewife that he will give her any piece she wishes, if——. Of course she has to buy soap, sell it to her neighbors, and collect coupons. But the sight of the shining silver hypnotizes her. A maker of shaving soap puts a post card in every package, asking for addresses to which to send samples, and asking the buyer to fill in a blank telling what he thinks of the soap, thus getting testimonials and addresses for samples at the same time, at the expense of the post card. A perfumer got a theater management to tie a sample bottle to every program for a week. All of the waiters in a restaurant gave a small bottle of grape juice to every person when ordering. A breakfast food manufacturer put into each carton of his old product a sample of a new product, wrapped in oiled paper.

The methods of sampling are very numerous, and some of them are very ingenious. What must be guarded against is that the recipients may feel that too much is asked of them, or that they are made to do too many things. A sample should usually be a perfectly free gift, accompanied with no implication that the recipient is expected to do anything at all except taste and enjoy, and if he thinks it worth while, to buy later.

LINKING THE ADVERTISING WITH THE SELLERS

30. Selling Methods and Advertising.—Methods of selling aside from those indicated as the usual channels of trade have to be considered in making the advertising campaign. Some goods are sold wholly through the advertising, as the goods of the National Cloak and Suit Company, who have no

agents and sell nothing to retailers. The advertising, supported by a very definite and wise policy of service, and correspondence arising out of the advertising, is relied on for all the business of the great concern. It is a mail-order proposition, and one of the best illustrations of what can be done by advertising that is itself right, combined with a wise policy of sustaining the advertising by the entire business policy.

Some products are sold by a special class of agents, as the Larkin products, which are almost all sold by women and girls operating in the immediate neighborhood of their homes. The *Saturday Evening Post* is a striking example of what this method can do, as since it originated the plan of selling through boys, and having subscriptions renewed by personal solicitation by boys, girls, men, and women acting as the salaried representatives of the publishers, its circulation has been trebled or quadrupled. The work of these agents is constantly followed by a complete system of follow-up in the office, the agents are trained for the work, and their efforts always seconded by liberal advertising, in the *Post* and the other Curtis publications, and in newspapers and magazines all over the country. Other goods are sold by other special methods.

31. Interesting the Dealers and Salesmen.—The advertising campaign must itself be made to appeal to the retailers who are to be interested, to the salesmen who are to handle the product, and to the directors of the company or the owners of the business. It must be made to fit in with the plans for distribution—must either follow or force distribution. It must fit in with the selling plans—be a part of them. It is better to have the advertising department either frankly under the sales manager or upon a very explicit basis of harmony with his department. Advertising is a part of selling; nothing else. It is better to have this fact recognized at the start, and all friction with the selling plans and forces prevented. The sales manager ought to be an enthusiastic advertising man, and the advertising manager ought to be a very enthusiastic salesman.

32. The Traveling Salesmen's Place.—Much of the success of a general advertising campaign depends on the

traveling salesman. The effect of the best advertising will in many cases be lost if the salesmen who canvass the jobber, the retailer, or the consumer do not perform their work skilfully. Some large advertisers, realizing the importance of a capable sales force, go so far as to provide a training school for salesmen and to prepare courses on the salesmanship of their particular wares.

While a great variety of articles can be sold by mail without the assistance of a personal salesman, there are just as many that require the salesman's demonstration and persuasion in order to enjoy a large sale. Some insurance policies, for instance, are sold merely through correspondence between the company and the person wishing the insurance, but a capable agency force will treble or quadruple the sales of the company's policies. While the employment of the salesman increases the selling cost, the capable salesman, in addition to making sales to a much larger proportion of the people attracted by the advertising, will sell to many that have not been attracted, and, taking his work as a whole, he is a profit rather than an expense to the advertiser.

33. Manager Must Prove Advertising.—It is a smart advertising manager who can convince his own concern of the value of his plan. He has to more than demonstrate the plan; he often has to demonstrate advertising itself. But it is of greater relative importance that the salesmen of the house be convinced. Salesmen have not yet come to the conclusion that their art can be learned. They believe it is a gift from the gods, or a product of their own extreme cleverness. Not many of the older generation of salesmen will acknowledge that they are materially helped by advertising. To convince them of it, and to get them to work with the advertising plan, is one of the hardest duties of the advertising manager, and in fulfilling it he needs the active and hearty cooperation of the house. Some of the biggest and best of the advertising managers devote more than half of their time to linking the advertising to the selling. When salesmen realize that the advertising is to help them, not to replace them nor to discredit or belittle their skill and ability,

they always become hearty advocates of it, and take pleasure in seconding the efforts of the advertising manager.

34. Interesting Dealers in the Plan.—Introducing the general advertising plan to dealers is a different matter from the foregoing. Dealers are looking out for themselves. Many of them are suspicious of propositions from advertisers. They have been "done" many times. A traveling salesman was asking a retail grocer if he would allow a demonstrator to work in his store. "How many cases of the stuff have I got to buy?" he asked. "Not a case. Not a package. We do not ask you to do a thing except give us space. Our women will go over the whole town, telling about this product, besides demonstrating in your store, and every order taken will be turned over to you. More than this, our solicitors will act as though from your store, and will take orders for anything you sell. They will talk for your store all the time." This is the spirit of the more progressive sampling and demonstration campaigns. This is the way the enlightened manufacturers are presenting their advertising campaigns to dealers. The day of the electrotyped advertisement, with a mortise in it just large enough for the dealer's name, if set in small type, is passing. It is now the policy to advertise the store, and let the special product take the small space. It is the policy of the really wise advertisers to help the retailer frame up a policy for his store, and trust to his sense of fairness to have the special product included. The general advertiser now tries to impress the retailer favorably with his advertising by helping the retailer get a demand among consumers. He is chary of offering ready-made cuts and advertisements, window displays, store cards, etc. He offers special discounts for quantity sales, gives handsome packages, makes his cases fit the limited sales of the small dealers, puts the imprint of the store on the cartons, makes neat window signs in which the store looms large and his product small, and in many ways tries to help the store, rather than to wheedle the store into some policy of helping him exclusively. Advertisers must learn at the very start that dealers are fast learning just what is to their advantage.

COOPERATING WITH THE DEALERS

35. Service to Dealers.—To get the cooperation of retailers is half of the battle in general advertising, and in the case of many kinds of goods it is much more than half. If the local dealers are not friendly, it is exceedingly difficult to get specialties into the retail field. It is not hard to gain the cooperation of retailers, if they are approached in the right way, but the ordinary assumption of the manufacturer is that he must in some way secure the aid of the retailer and at the same time induce him to pay for the service. This selfish policy has bred in retailers a distrust of all so-called dealer helps.

One manufacturer, the Printz-Biederman Company, of Cleveland, who makes women's ready-to-wear garments, took a radically opposite course. This company set out to help concerns handling its goods to improve the general selling power of clerks, by producing for them a scientific course of instruction to be given by mail. The course consisted of ten lessons, and was furnished to all clerks in garment departments without cost to the store or the clerks. It did not deal with the Printz-Biederman garments especially, but with all garments. It was carefully followed up, all answers to the questions being marked, and special letters written when necessary. At the end of the course, diplomas were awarded. This was a decided success. The sales-people of the stores taking the course became better sellers. Of course, the product of the Printz-Biederman Company benefited, perhaps more than other makes. But the essential thing for the retailers was that the benefit was fundamental, and applied to their whole business in made-up garments, and that there was no obligation on them to buy the garments of the house that had helped them.

36. Efficient Service Forestalls Competition.—Service of the character described is of great advertising value to manufacturers who are broad enough to see it. It is one of the effective methods adopted by manufacturers to so cultivate the interests of the retailers as to make it less easy for competitors to come into the identical field and establish competitive

conditions that make a profit for anybody almost impossible. Without making it too obvious, such methods help the retailers to realize that there is more profit for them in restricting their lines to a few that, while they adequately supply consumers, make it possible to turn stock easily and rapidly, keeping goods always fresh and timely, and enabling the sales-people to become expert.

37. Referring Inquiries to Dealers.—There are many other ways of getting the interest and help of dealers. The plan of securing direct letters from consumers works well when the inquiries so gained are referred to dealers. This, however, has been overworked, and worked poorly. It must be very well done. There are so many letters being sent to consumers, most of them uninteresting, in substance and form, that it is now wise to go very carefully, and be certain that the method is planned well and executed in a manner to attract favorable attention. Answers to consumers' inquiries should have the character of personal letters. It is of doubtful expediency to send printed or multigraphed replies unless the nature of the goods lends itself well to such letters, and the vast number of replies and great cost preclude personal letters. There may be forms prepared, that can be amended or changed by a moment's attention of an experienced correspondent, and written by low-priced typists. The reference to the dealers may be by the use of forms, filled in with the addresses.

38. Circularizing Dealers' Customers.—Dealers may sometimes be persuaded to furnish mailing lists, but this is a particular matter. The retailer does not like to give out lists of his customers, thinking that it may not be to his interests with them. But it is well to consider sending direct letters to consumers through the retail dealer, taking advantage of his intimate touch with them and the fact that a letter or circular from him will be almost certain of a careful reading.

This also gives an added opportunity to get the dealer personally interested, especially if the plan should be made to include something of direct and special interest to the store. The letter or circular might be made to appear as from the store

direct, mentioning some new goods or new policy of the store, and bringing in the manufacturer's specialty as an incident—as a *by-the-way*—after the mind of the consumer had been opened by reference to the new brand of butter or the new plan for delivering goods.

39. Consignments.—Goods are often sent on consignment, or on approval, but the custom as a policy is not a good one. If manufacturers and advertising managers know about the ordinary retail store, they know that goods consigned are not given much attention. They are likely to stay unopened for a long time, and if they are finally put on sale they are put in some inconspicuous place, and the sales-people do not grow very enthusiastic about them. "Oh, that was sent on consignment. I don't know much about it. Probably you'd better take the same you've had. You know all about that." They say something like this. And when the time comes to make an accounting the retailer feels as though an additional burden had been placed upon him which he did not invite. Unless there is some real inducement offered the retailer to handle consigned goods, the method is of doubtful utility. The same is true of free goods, sometimes sent to the retailers to get them interested. It is better to place the matter of introduction of new lines on a commercial basis at the start, and help the retailer to sell the new things in other ways.

40. Seasonable Advertising.—The advertising should be planned to be seasonable. Even if the goods are all-the-year goods, it is ten to one that the advertising must be made seasonable. It is important to advertise in the West, for example, after the harvests have been turned into cash, and in the South after the cotton has been sold. Every section of the country has some most-favored season for buying, and the advertising must be timed to suggest buying at about the time when there is likely to be free money to pay the bills. For some kinds of goods the weeks before the schools close for the summer vacation is the time to advertise, for others the weeks before Christmas, and for others special periods and occasions.

41. Salesmen to Take Consumer Orders.—Among the methods to enlist the aid of the retailer is the expensive plan of sending salesmen to take orders that are to be filled through the retailers or the jobbers. This is practicable in some cases, but there are so many things to be considered in relation to it that it is not possible to do more here than suggest that it be considered. It is open to the objection mentioned elsewhere, that the jobber or retailer will be given something for which he is not asked to pay, and will for that reason not be so interested as if he had to meet the expense and the move was a legitimate selling operation.

42. Advertising Special Selling Agencies.—It is the custom of some advertisers to print in their advertisements a list of agencies that handle the goods. If the advertised article is handled exclusively by appointed agents, this is a good thing. If it is in the general trade, it is impracticable. The makers of Jones sausage devote much of the space of their advertisements to a list of selling agencies printed in fine type, and this advertising has been exceptionally successful. We are therefore bound to believe that the idea of using the names of agents in it has been carefully thought out, and tested. It is certain that every advertisement ought to give a definite idea of where and how the advertised article can be obtained. It is very irritating to be left in the dark, as it is especially irritating for an interested consumer to go shopping about trying to find an article advertised as for sale "at all drug stores" or "at all dry-goods stores," and finally to have to go disgustedly home without the article. This happens to everybody, not once but many times, and operates to make advertising inefficient.

SELECTING ADVERTISING MEDIUMS

43. Counting Possible Buyers.—Before taking up the question of advertising mediums it is necessary to discover, as nearly as may be, how many people there are in the country who might be interested in the product, and where they are living. There are three questions to be asked and answered: How

many people can use the product; how many people who can use it can afford to buy it; and how many who can use it and can afford to buy it live where they can be reached by the advertising and the product?

44. Analysis Narrows the Field.—This process of the analysis of the problem narrows the field, and sometimes takes away some of the enthusiasm of the manufacturer and advertiser. The maker of a new article is too prone to think that because he sees its usefulness every one else will. The enthusiastic advertiser, too, is likely to believe that he has only to write catchy advertisements to get all the people who might use the article to buying it. No product can justify intensive advertising in all regions where people who could use it are to be found. The first thing to do is to reject those regions which, for one reason or another, seem to promise to be unprofitable, and narrow the initial field as much as possible. One way to do this is to dissect census figures of population.

45. Families Accessible to Advertising.—There may be 100,000,000 people in the United States. If the article to be advertised is a family necessity, the potential buyers can be no more than the number of families, say 20,000,000. Probably there are certain races that must be eliminated, as the colored race, taking out 2,000,000 families. Perhaps the foreign-born families would have to be deducted, taking out possibly 3,000,000 more families. Other classes might have to be dropped. When this analysis of bulk population is finished, it may be found that in the total population of the country not a fourth are good advertising prospects, as to nativity and condition. Then there comes up the question of the location of these prospects, and whether commercial or industrial conditions make it necessary to eliminate many of them. Accessibility through advertising mediums must be another means of cutting out more. The question of financial ability to buy has to be thought of, and a study of incomes of families made. Half of the males in the country over 16 were a few years ago estimated to be earning less than $626 a year. The family income might be more than this, as it is estimated that 1.82 persons

are wage earners for each family. But it was also figured that seven-eighths of American families had incomes under $1,200, while of the men working barely one-twelfth were earning as much as $1,000.

46. Reckoning all these things, a recent computation found that not more than 4,600,000 families having incomes equal to $1,000 were accessible to advertising—less than one-fourth of the families in the country. This includes many families that would have to be deducted from the total that could be considered for any specific article. It is not to be thought that this exact method of figuring can be adopted for any particular product. It merely suggests how the advertiser must ply the pruning knife on any expectations he may be tempted to indulge in.

47. **Conditions an Advertising Manager Must Meet.** Having made a thorough study of methods in relation to the goods to be advertised, the advertising manager has to consider the mediums he can use. He is limited to a certain sum of money. He must try to cover as much territory as he can cover thoroughly, and no more. His selection of mediums is to be made in view of that fact, and the other even more important consideration of the mediums reaching the class of people who must be looked to for the consumer demand. This is a difficult and delicate task. The manager will be besieged by an army of advertising solicitors, most of whom will merely insist that their mediums be "given their share," as though there was some law assigning to every publication a certain percentage of whatever advertising there might be "going out." Some solicitors will be very helpful to the manager, and they will be reasonable. Some of them will even admit that their periodicals cannot be used for certain advertisements.

48. **The Art of Choosing Advertising Mediums.** It is an art to be able to select mediums for a general advertising campaign. There are no set rules to lay down. One good judge of mediums merely sat down and read the publication presented to him for some of his advertising—read it

from cover to cover, advertisements as well as text—and then decided by the impression made on him. Rates have to be studied, and this is a baffling matter. The advertising manager can be greatly helped by the experience of a good agency in this. Rates are so curiously made that the manager who can get the most for his money must be an expert. The space must be studied with particular reference to each publication and the duration of the contract. It will be found that in some periodicals the time must be extended beyond the planned duration in order to get a rate that makes the average low. In others the space must be adjusted to the idiosyncracies of the rate cards in order to reduce the average. Rates and conditions are so eccentric and so varied, that to understand them requires all of the brain capacity of a very able man.

49. Character and Standing of Publications.—As a general proposition, advertising mediums should be selected because of their character and standing with their readers, rather than solely on the basis of size of circulations. And after they have been selected the publications must be studied by the advertising manager to determine just what treatment should be given to each. The custom of making electrotypes of one advertisement and distributing them to all mediums is being abandoned. It is necessary to write many different advertisements to be used in a national campaign. It is a good idea for the advertising manager to select his mediums as far in advance as possible, and give himself time to study them carefully. He may know all about the magazines he proposes to use, in a general way, but he should make an intensive study of them with the idea of his particular advertising in mind. He should become acquainted with as many of the editors and business staffs as possible, and through his agency get all the information about them he can. Nothing about them is of little consequence to him. Having his advertising problem well in hand, and being full of its special flavor and character, he needs to supplement this with the same sort of knowledge of advertising mediums.

MISCELLANEOUS ADVERTISING MATTERS

50. Advertising Concerned With All Features of Business.—Among the matters that must be very carefully thought about when the advertising campaign is planned are several that are not usually considered as advertising, but belonging to other departments of the business. Advertising is concerned with every branch of the business. There is nothing done in a retail store which is not in some way connected with the model advertising policy. There is no part of manufacturing, no department of jobbing or wholesale business, which may not be turned to advertising advantage. Some of these matters will now be mentioned.

BUSINESS LETTERS

51. Advertising Value of Letters.—Advertising letters are fully covered in another Section. Letters that make good are essential to the success of any advertising campaign. The art of letter-writing is one of the essentials of the good advertising man, as a keen advertising sense is essential for the good correspondent. The fate of many an order is decided by the tone and phraseology of a letter. To so write a business letter as to make the recipient wish for the goods in question is an art that requires a volume to treat properly. But the essentials are not so numerous. The good business letter must be clear in its statements, explicit as to terms and conditions, full of human-interest appeal, written in good English, properly punctuated, not too long nor too short, neatly typed (or printed if circumstances demand a form letter), signed with a pen by the person who dictates it in most cases, addressed, if possible, to an individual, made as personal, intimate, friendly, lucid, and agreeable as possible. The day of the cold, formal, impersonal, dictatorial business letter is past in the offices of progressive business men.

52. It is not putting it too strongly to say that in many cases the correspondence is a greater factor than the advertising.

If the advertising manager cannot attend to this department, there should be a chief correspondent who is as able in his line as the advertising manager is in his; and where the work is heavy this chief correspondent should be provided with competent assistants. First-class correspondents are not easy to find. They should be especially trained for the special business they are to handle, by a course of experience in all departments, from the factory to selling, and especially the latter. It is a great mistake for an advertising manager to neglect his letter-writing work, or to imagine that it can be attended to in the last half hour before he leaves his office for the day. His chief assistant should be his correspondence clerk. A letter, or even one phrase in a letter, may make or spoil a campaign. The appearance of a letter, and this includes the stationery, is as important as the appearance of a salesman. The letter is a salesman, but without the charm of voice and manner. Those qualities of personal salesmanship must be made up in the letter by its form, its wording, and its general printed appearance.

53. Printed Matter.—The advertising manager should be particular about the printed matter he uses, especially all that is intended for the eyes of clients and possible customers. In fact, there is nothing in the line of printed matter that does not have some advertising value, and that should not be carefully written, designed and printed. Even the office blanks, never seen by customers, are helps. They are constantly handled by employes, and it is profitable to advertise the business to employes. The office boy who has to use well written and handsomely printed address labels, order blanks, reports, and the like, gets ideas and an atmosphere of the business that will help much to make him a better salesman when he gets to that stage of his development. Good printed matter raises the general tone of an office. It helps to sell the product, whatever it is. There is a large field here for the shrewd advertising manager. Not one-fourth of the printed matter sent out for advertising purposes is as attractive as it might be, without additional cost. The advertising manager should get in touch with a good printing expert, and study the

matter in connection with every campaign he makes. It is good business, and will help to produce sales. Probably every new campaign should have its own special and distinctive stationery to help drive home its advertising motive.

THE HUMAN-NATURE ELEMENT

54. Consider the Buyer.—The advertising manager who is shaping up a new campaign should remember the man on the other side of the trade table—the buyer. Buying has become as much of a science as have selling and advertising. The advertising manager will realize this, if he thinks of his own methods of buying space in the mediums he uses. He would not think of merely asking rates and making out orders. He makes a very careful study of the commodity offered him, and arrives at his decisions by methods totally different from those employed by the men who try to sell him the space. All big stores have expert buyers who are very competent, and who have special lines of operation, often not at all related to the methods of the salesmen. Individual buyers are beginning to ignore the processes of sellers. Housewives begin to apply their own methods to their purchases. They must be shown that an advertised product fits into their scheme of household economy or they cannot be interested. If it is a staple, they must be shown wherein it excels, either intrinsically or economically. It must be better or it must be less in price.

55. Habit and Suggestion.—Therefore, it is of great importance that the so-called human-nature element be very carefully considered, not only that the buyer be given good reasons for responding to the advertising, but that the little things called habits be taken account of. People are bound to follow one another, like sheep. What one does another does. It is for the advertiser to get the habit started. Advertising must create the impression that the goods are already popular. "Everybody's going to the Big Store" is, in itself, a gross exaggeration, but it suggests to those who see it that there is a crowd of people visiting a certain store, and that they find good

bargains there. Not one person in a thousand among those who see this sign thinks about it at all. It merely plants a dim or sharp impulse in their minds to do what "everybody" is doing. The sales manager who was introducing a new gum gave a dollar box to dealers on condition that they should sell it in the usual way, but from each box he took two packages, so that it would appear that at least two persons had already bought. He had found that if there were two boxes of gum on a counter, from one of which some packages had been sold, the impulse of buyers was to select their packages from the box from which the others had bought. While this impulse can be utilized by the advertiser, it sometimes interferes with the sale of other goods of the same class, so that many dealers, knowing this habit, thwart it by keeping all candies, gum, etc. in full piles or boxes, replacing every sale with a fresh package. The subway stands of the Union News Company do this and so do all chain drug stores that are operated by systems fixed by the efficiency experts at central offices. Well-conducted news stands follow the same method. If a magazine is sold off a pile, another is at once placed on it, so that no particular magazine will appear to be selling faster than any other.

56. Jobbers and All Sellers Must Be Studied.—This study of human-nature elements in the selling and advertising problem must not be confined to the possible customers. It must take in the jobbers, the wholesalers, the retailers, the advertising-medium managers, and all people who have anything to do with the matter, including the employes of the manufacturing company, the printers who turn out the direct-advertising matter, the mailing companies that address the envelopes for the circulars—everybody in any degree connected with any concern that touches the product or any of its advertising. The jobbers who handle the product must especially be cultivated, as they are an element handling a great variety of goods, and are likely to look on it as so much merchandise that they keep subject to the orders of customers. It is the business of the advertising manager to make them specialize on his goods, or there will be a stoppage in distribution at the very

headwaters of the stream. It can be done, if he combines special selling methods with plenty of personal study and attention.

57. Inducements Should Be Offered.—Jobbers are jobbers. It is their business to sell goods, but not to sell any special lines of goods—unless they get some special advantage. This can be provided for through getting a large demand coming from the consumers to the jobbers. But that does not change the status of the jobbers. They can create a large demand if they choose. It is a part, and a very important part, of the business of the advertising and sales managers to get the jobber to look upon their goods with more than his usual or average favor. To do this implies that he must have some way of realizing a better profit than on his other lines. The way to his heart is through his pocketbook. He can be offered a larger commission at the start, or he can be offered a progressively larger discount, growing larger as his sales increase. But it is for the advertiser to establish friendly relations with the jobbers and study them as individuals. Then he will be able to suggest methods for interesting them in the goods, and help the sales manager work out an effective plan.

58. The Unsuspected Element.—When all of these elements that have been mentioned, and many more that cannot be specified here, are marshalled in the mind of the manager of the general campaign, he may feel quite competent to proceed with his work on a big and broad scale. But there is still something very important to think of—*the unexpected in all advertising*. It is certain that advertising is such a human matter that it cannot be foretold. It must be studied in almost all cases, and experimented with. A campaign that has been planned with the greatest care and deliberation may be wrecked by some small matter that has escaped attention, and that could not by any possibility have been reckoned in advance. It is therefore better, at least in the case of a new product, to put on an experimental campaign first.

59. Value of an Experimental Campaign.—The maker of a new clock made all his plans for a country-wide campaign

and finally selected a small area in New England, in which there were two or three second-class cities, some mill towns, and an area of farming country, and tried his plans there for 6 months. He was surprised to discover that the feature of his clock that he thought would be the chief advertising point of interest did not attract much attention, but that a feature he had thought of little importance proved to be really his best selling point. The clock was different in principle from others, and this difference affected its time-keeping qualities. This did not sell the clocks, but the cases did. They were handsome and unique, and the advertisements that pictured them had much more effect than those which described the time-keeping qualities of the clock. This manufacturer changed his general advertising plans materially, reserving the advertisements dealing with the real distinctive feature of the clock for the trade and technical journals, and making the handsome cases more prominent in the advertising to consumers. If he had gone ahead on his first plan, the new clock would have fallen flat on the market, and it would have taken years to have put it where it was put in 6 months, after the advertisements had been tried in the small campaign.

THE ADVERTISING MANAGER AND HIS EMPLOYERS

60. Convincing the Directors.—The advertising manager, first of all, must convince the board of directors of his company, or the proprietor of the business, of the advisability of the campaign he recommends. Probably this is one of the hardest jobs he will ever have. Often he has to defend and explain the basic idea of advertising to the directors. There is almost always at least one man on the board who sees nothing but the figures of expense. He cannot see the utility of spending thousands of dollars for something that cannot be included in an inventory. He argues around in a circle, that if the advertising campaign is not voted, the money will not have to be paid out, and the concern will be so much better off. He pins the advertising manager down to answer specifically questions to which there is no answer but faith. He believes in putting

the product on the market in the time-honored way his grandfather practiced when he was the leading ship chandler in New Bedford, or the miller in Poughkeepsie. He himself has never advertised the hardware business his father left him, and he says if it were not for the mail-order houses he would be doing as much business now as ever his father did. Several of the directors secretly sympathize with this view. They do not understand advertising, but they do not like to admit it in the presence of the keen fellow they have employed as advertising manager. That young man sets forth his estimate of business that will result from the plans he has made, and tries to make the men of the board understand it and see it as he does.

61. Common Delusions to Be Met.—One man persists in the view that if $100,000 spent for advertising is likely to bring a business that will show a profit within a year, it would be a good policy to spend only $50,000 and be content for the first year with a smaller margin of profit, or even with none. He cannot see that the whole $100,000 is needed to get the stream of business flowing to the company, and that it is the second $50,000 that enables the advertising to make the impression. It is only when the president, perhaps, puts his foot down and decides that the campaign shall go on as planned that the directors are cowed into agreement. They grumble and find fault all the year, and when the wisdom of the president and advertising manager is finally proved, by the reports at the end of the year, some of them cling still to the delusion that at least half of the advertising appropriation might have been saved. If there is not a big president, who can see the advertising argument, it is sometimes impossible to get directors to approve an advertising appropriation large enough to try out the proposition properly; and then there results one of the total or partial failures which tend to discredit advertising.

62. Profits of Plan Must Be Demonstrated.—The shrewd advertising manager will recognize the importance of satisfying his employers in regard to the value of his plan. He will know that advertising in its present form is such a recent profession, and has come into business under such

auspices, that it has not yet been accepted by business men as a profession, much less as a science. He will understand that in America a large proportion of business success has been won rather through the possession and application of "horse sense" than through the recognition and application of any kind of scientific method. Business men who have made successes are inclined to think that the credit is due them as exceptionally sharp and able managers. They have to be shown about their proposed advertising campaigns, and in terms of definite profit.

63. Balance-Sheet Arguments.—The advertising manager must therefore assume some extremely probable and plausible basis for his argument, and build on it a structure of demonstration and argument that has no weak spots and is all the way through comprehensive to the man who usually argues from data supplied by his balance sheets. It is possible to get a hard-headed business man, or a skeptical board of directors, to accept one hypothetical suggestion such as this: If proper information about goods can be given to a million people who need them, there is probable cause to expect that a certain proportion of them will buy; and if a certain quantity of goods can be sold, at an added expense equal to the advertising appropriation asked for, there will be a certain amount of net profit, to add to the profits that have been made, making the total net profit of the business so much greater than it has been previously.

64. Basis for Arguments.—The difficulty is to get the basis for the argument accepted. It must be reasonable and plausible. It must appeal to the directors as in the nature of a new field for their product. An advertising manager said recently: "I am not able to interest our directors in the question of advertising, directly. They cannot see that it is certain to develop new trade. When I want to put over an advertising campaign I go at it as though there was another state in which we had to develop a trade for our goods. They are always ready to listen to plans for opening up new territory, and will spend any amount of money to do it. I try to get them

thinking in that way—that here is a territory that ought to yield us so many hundreds of thousands of dollars annually, and I find them inclined to listen and discuss. Then it is strictly up to me, and I put up a carefully-worked-out plan, showing all along the possible increased trade, and finally I wind up with a statement showing how so much more business will affect the net annual profits, and consequently the dividends to be paid, and the inevitable rise in the selling value of the stock."

65. The Manager's Difficult Problem.—If advertising is psychology, as some contend, it is proved in the contact between the advertising managers and the managers of businesses. The manager has no other problem so difficult for him to solve, and that is so important, as the problem of getting his plans accepted by his employer.

MANAGEMENT OF GENERAL CAMPAIGNS

(PART 3)

TYPICAL CAMPAIGNS

1. It is to be understood at the start that there is no such thing as a ready-made advertising campaign. Conditions are not the same with any two products, manufacturers, or classes of buyers. No article should be advertised in two campaigns in the same way. People change; times change. The experience gained in one campaign should show the advertising manager how to modify and change his plans for the next campaign. Therefore, the campaigns outlined here are to be taken as strictly typical. They show what has been done by the advertisers quoted, and the rates, costs, results, etc. mentioned are strictly correct. If the advertising manager is able to take this fact in, he may use these campaigns to guide him in shaping his own campaigns. But he must know how to modify and change them.

2. With one exception the examples of campaigns given in this Section are outlined from real tried-out campaigns, but of course it would take volumes to give them in all their details.

Leaving out some details and compressing the campaign stories into the necessary space necessitates summarizing and condensing, and even the introduction of some elements not included in the original campaigns. The effort has been to retain the practical helpful character of the plans without cumbering the work with tedious details.

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PRODUCER TO CONSUMER CAMPAIGN OF WELLS FARGO & CO. EXPRESS

3. **Jumping All Middlemen.**—In the Trade Chart on page 17 of Part 1 there is a straight line running from *a* to *k*, from Manufacturer to Consumer, representing the trade route of goods that are sold direct by the manufacturer to the consumer, avoiding the jobber, commission man, broker, sales agent, importer or exporter, retailer, mail-order house, or any other intermediate step or steps, that might add cost to the article, delay its transit to the consumer, or subject it to any of the risks of warehousing, the deterioration of time, or the profits of anybody except the manufacturer or originator. This is possible only with a certain class of product, like the product of the land. It is an ideal proposition. There are so many obstacles in the way of practical operation that, while it is the favorite subject for the aspirations of altruists and economists, it has been found to work well in but few cases.

4. **Self-Interest Necessary.**—It has been found that a strong self-interest is necessary to make any business move a success. Cooperation has never been a conspicuous success in America, because there is usually no one financially interested in making those projects successful. The retail grocer knows that his own living depends on the success of his store. There is no such spur behind the management of a cooperative store. Theoretically, everybody indorses the principle of cooperation, and everybody favors plans for getting domestic supplies at lower prices—reducing the high cost of living. Advertisers have often studied the problem, but it remained for a great transportation company—Wells Fargo & Co. Express—to work out one of the most interesting and important schemes for supplying household supplies direct from the producers, eliminating the profits and delays of middlemen, and doing it for the sole purpose of increasing its transportation business.

5. **Making New Business.**—After the express companies had had their rates regulated by the Interstate Commerce Commission, and it became apparent that new methods for

originating business must be sought, this company devised a plan for supplying farm products to consumers, using direct advertising methods to attract buyers. Expert men were sent into all parts of the country to arrange with producers to fill orders for their goods upon the order of the express company. This was the study of the producing field—the manufacturing field, it may be called.

The plan was simple. Housekeepers were invited to order certain goods through the express company. After making a study of sources of supply, the company began to issue a weekly sheet of quotations for butter, eggs, meats, vegetables, fruits, canned goods, and many other things, naming prices that held good for a week, and that included all charges—correspondence, postage, fee for the money order, and the expressage charge from producer to consumer. All the housekeeper was asked to do was to make out her order and give the express agent a check for the amount.

6. This campaign is unique. It was necessary to make a careful survey of the producing field, and get positive contracts with growers of all kinds of foods, scattered all over the country. It was also necessary to get in touch with consumers, so that when the company agreed to find a market for all the butter a group of creameries could produce, it could fulfil its part of the agreement. But to get housekeepers to use this new avenue for buying supplies was a greater problem. Women are, as a rule, unsystematic buyers. The trend of retail trade of late has encouraged them to order in small quantities, daily, from their local grocers. Not many modern houses are built with a view of storing foodstuffs.

7. Developing the Products.—The plan itself is simple, and not especially new. The express companies have always executed buying orders. The new element in this plan is the interest the company takes in the development of the product. It virtually acts as the selling agent for the farmers, without pay. It does more than this: It advises and shows the farmers. It practically educates the farmers to produce the special goods it knows it can sell, and engineers the sales. For example, the

company was instrumental in getting the famous Rocky Ford canteloupe into the eastern market from Colorado. Realizing that an earlier crop would find a ready sale, it went into Texas, Arizona, and California to induce the farmers to raise the melons to be marketed before the Colorado crop matured. It furnished seed, taught the farmers how to plant and cultivate, and how to grade and pack. Its experts devised a plan to protect the plants from the sand storms, etc. When the crop was ready to ship, the company took it to market and sold it.

8. **Producers Fix the Prices.**—A real difference between this plan and others is the fact that the producers fix their own prices, and presumably do so for their own benefit. They are not compelled to deliver their goods to commission men and take whatever those men see fit to pay them, minus whatever charges for spoilage or shortage might result from accidents on the way or rough handling by the railroad employes, or any other cause. The goods are delivered by the producers directly into the care of the express company, fresh from the ground, the hennery, the orchard, or the slaughter house, in perfect condition. The express company has a different interest in this traffic than it has in ordinary traffic, and a special effort is made to forward the goods speedily and carefully to their destination, for there the company receives its only compensation, in the form of transportation charges, for all of its energy and initiative in promoting the business. It is therefore of great importance to the company that deliveries be made in good time and in prime condition.

9. **Direct Advertising.**—The company used direct advertising methods, utilizing its own organization through letters and circulars to its local agents, asking them to get in touch with dealers and the patrons of the company. The publicity given to the plan by the newspapers was very useful to the company, and brought thousands of inquiries and orders. The newspapers knew that anything affecting the economy of the household supplies would be eagerly read by their constituents, and they printed all the details they could persuade the officials of the company to give them.

The direct advertising campaign was carefully planned and skilfully operated. Several attractive booklets were issued. The weekly bulletins were carefully prepared, and circulated through local agents and branch offices, and in response to mail requests. Any person could have his name placed on the mailing list of the company and receive the quotations every week. The booklets were interestingly written, and handsomely printed. They gave much valuable information. Take the one on California food products, for example. It gives forty-six items—combinations of fruits, etc.—that can be ordered for specified sums, and shipped direct from the growers to the consumers—from a dozen oranges to as many units of canned, dried, or evaporated fruits and berries as might be desired; and the oranges are picked from the trees when fully ripe, and are therefore something of a novelty in the East.

10. Interesting the Consumer.—A leaflet called *Fresh Farm Products for Your Table* gives the details of the plan.

"This department was organized to assist you in buying fresh produce direct from the country for less than city prices.

"To enable the farmer or producer to get better prices for what he sells.

"And to secure additional business for this company.

"We find people in the country who have fresh produce to sell, and arrange to receive weekly quotations from them.

"Every Monday we issue a bulletin in several cities, showing prices of seasonable fresh country produce.

"These bulletins show cost both in the country and delivered to you, and are current during the week.

"We send this bulletin to you each week upon request, free of charge.

"Compare prices quoted with city prices.

"If you wish to order direct from the producers, we will give you their addresses.

"This 20th century marketing, followed consistently, will reduce the cost of your table supplies. Many householders are saving from 15 to 20 per cent. by its use.

"Send a trial order."

11. Buying Clubs.—The natural development of this plan resulted in the formation of buying clubs, where several families clubbed together and bought in large quantities. In one small city there is a club of more than 300 families. A combined order is given the express agent every week, with a check. One of the members, who happens to have a spare room for the purpose, receives all the goods and delivers them as they are called for. In a big office building in a city there is a buying club of 700 members, and it is stated that each member saves from $7 to $10 a month.

The express company encourages the forming of these clubs, and assists in doing it by furnishing its booklets, sending a man to explain the plan to the members, and advising and helping in all ways.

12. Giving Valuable Service.—All of the work of the company in the way of bringing the producers and the consumers together—sending the goods over the air-line route from seller to buyer—is advertising, and advertising of the best and most productive kind. There are field agents traveling about all the time, looking for quantities of produce that are not moving to market freely or economically, and arranging to handle them through the new plan. It is doubtful if there can be found an instance of skilful advertising which has produced more results, and produced them more promptly, than this plan, devised frankly to produce more business for a great transportation agency. The manager of the Food Products Department, as this branch of the business is called, relates many facts as to the volume of business already created that are calculated to make the ordinary advertiser, who makes use of the usual mediums, sigh with envy. His agents have shown many producers how to make money by handling their crops. They have built up large businesses for small dealers. They have taken big yields of apples, for example, that the growers were about to sell at 25 cents a barrel for cider-making, and sold them for a net of $2.50 a barrel, and at the same time made it possible for city dwellers to get sound, selected apples at $1 a bushel—less than one-half of the current retail price. They

have turned great crops of berries, which had become congested and threatened to become total losses, into profit. They have made it possible for people in the East to get the Pacific Slope specialties easily and economically. They have made a market for millions of dollars' worth of produce, at low prices to the consumers and good profits for the producers, by simply taking the orders and delivering the goods.

13. Simple Advertising Methods Used.—This is an advertising campaign that was very happily conceived, very skillfully executed, and that has brought wonderful returns. The details that may be given about the ordinary campaign cannot be given about this. There was no specific appropriation, there were no mediums selected, there was no consideration of advertising rates. The questions of agencies, number of insertions, repeated insertions, etc. did not have to be considered. The matter of copy for the several booklets was a simple one, but it was skilfully met. The chief matter to be considered was the vital one of bringing seller and buyer together in such a manner as to promote what the contract lawyers call "a consenting mind," an agreement of minds, upon which all business rests. This was greatly helped by the frank attitude of the company, that its object was to secure additional business. It made it plain that it proposed to exact no fee for acting for the buyers, and no commissions for acting for the sellers.

14. Human Interest Basis.—A careful study of this campaign shows that it was solidly based on what is recognized as the human interest basis of all advertising, the idea of doing for the potential buyer some sort of real service, offering him some real benefit, to come to him through response to the advertising appeal. If there is not this element in advertising, it is sure to be ineffective. The office of advertising is to bring buyers and sellers together. It may be through newspaper and magazine advertising, through outdoor and street-car advertising, through direct advertising. However it is done, it is the result that counts. The object always is for the seller to get into favorable touch with the buyer.

15. Great Business Created.—The results of this campaign of marketing are too general to admit of estimate. The express company has secured additional transportation business to the total extent of many thousands of carloads of produce, a large proportion of which it hauls long distances—from California, Oregon, Arizona, Texas, the Middle West and the South, to the East. A large proportion of this business has been specially created to furnish this transportation business. Large regions of peach growing have come into existence. A great region in California has become immensely profitable to its farmers, a great lettuce industry has sprung up in Texas, etc. The produce raised in the older sections is handled more easily and profitably. Crops that were sacrificed at very low prices are now sold at market rates. A large region in the Middle West is growing rich making butter, every pound of which is marketed through this company, at above market rates; so that the farmers get more for their cream, and know that every pint they can produce will be sold, for cash.

16. Benefits for the Consumers.—The benefits to consumers are also very great. This is the chief point of interest in this plan. Consumers of foodstuffs get their supplies direct from the producers, and in many instances at practically wholesale rates. Butter, for example, fresh from the churns of the creameries, is delivered into the houses of the consumers at prices well below the retail rates. So of eggs. These can be had from big poultry farms, and guaranteed to be not over 24 hours old when shipped. California fruits come direct from the trees to the consumers, the oranges finding their way to the breakfast tables of the East within about 6 to 8 days from the trees, in quality and quantity desired.

17. The Middlemen Lose.—The loss, if there can be said to be a truly economic loss, brought about by this plan of marketing, falls upon the middlemen—the commission dealers in farm produce, the jobbers and wholesalers. But the sums lost to these lines of business are converted into gains by the producers and consumers, being distributed more or less equitably to the farmers, the creameries, etc., and the consumers. That

there is even this loss to middlemen may well be doubted if, indeed, taking a large view of the matter, the middlemen do not largely share in the benefits arising. The various branches of the business of distribution must eventually largely gain through the elements brought into the business by this method of marketing.

18. The Community Gains.—These gains are in the nature of actual economic gains for the communities at both ends of the trade route—the producer community and the consumer community. The producer community's gain is too evident to need specific mention. The regions that are aided in establishing profitable business get their gain in actual cash, and get the amounts of cash the producers themselves specify as desirable and adequate, in return for the activities they have undertaken at the instance of the express company. The buying community profits by getting sound and fresh produce at prices generally below the ruling local rates, and to some desirable extent in health and good living.

19. Trade Interests Gain.—The trade interests between the producers and consumers—the various classes of middlemen and the retail dealers—get incidental benefits that may, in many cases, be of great value to them. The plan stimulates buying, and helps in the formation of habits that actually create new demands. If people begin to buy California fruits, for example, through this plan, they are forming a habit of fruit eating that will surely lead to larger sales for local fruits, handled by the commission men and retailers. The trade generally benefits by the better habits of grading and packing, and prompt shipment, that this plan is helping to make universal in business of this character.

20. Liberal Policy an Advantage.—This company also confers a distinct benefit upon trade by its broad and generous policy with the producers. It does not bind any producer to ship by its cars, or to continue for any definite time to accept and fill orders originating through it, any more than it tries to bind consumers to order through any of its agents. Any

consumer is at perfect liberty to order direct, and as a matter of fact the company encourages him to do so. There is nothing to restrain producers from seeking other avenues for the distribution of their product, and probably many of them do so.

It is evident that there must be a constant dropping out of the plan, by both producers and consumers, and a resort to personal initiative with a consequent steady collateral benefit to trade in general.

21. Power of Advertising Shown.—This marketing campaign illustrates the power of advertising with great clearness and force. The office of advertising is to bring buyer and seller together upon an economical basis of trade. It does so in this case, with profit to both parties, and to the advertiser, who acts strictly as the connecting link between producer and consumer.

CAMPAIGN TO INTRODUCE A NEW CLOCK

22. Nature of the Campaign.—The campaign just described was one based on direct benefit to seller and buyer, with an indirect, or collateral, benefit to the advertiser, utilized through indirect advertising methods. This next campaign is as interesting in its way, though more strictly an advertising campaign. It shows how a new article may be introduced into a field pretty well supplied already, through thorough study of all the conditions and a skilful appeal to people. It is an advertising campaign, pure and simple, related to show the student the methods used by careful advertisers, and to show the sureness of the advertising methods when they are used with wisdom and skill.

23. Financial Arrangements.—One John Logan had bought the patent for a new clock, and had succeeded in raising the necessary capital to begin the business of making and selling the clocks—$375,000, one-third paid in in cash, $125,000 in stock paid for the patents, leaving $125,000 treasury stock to sell when more money was needed. There had been spent for special machinery and organization expenses $10,000, and Logan figured that before he was ready to sell clocks the amount

spent would reach $25,000. This left $100,000 working cash capital.

24. Distinctive Points of the Clock.—The clock was a new thing in the market. It kept accurate time, was wound but once a month, and had novel and valuable features. The works were made by a concern that specialized in stamping sheet-brass goods, and the cases were made by a cabinetmaking concern. The factory was for assembling and finishing the clocks, for designing cases, and for a horological laboratory. The cases were plain but well designed, calculated to blend with the general finish and furnishing of rooms where they would be placed—mahogany, oak, natural woods, brass, copper, oxidized metal, gun metal, marble, cement, etc. The clock sold for all prices from $2.50 up. It was guaranteed not to vary over 30 seconds a month in keeping time. This was to be its chief selling point. On it all the hopes for business were based. It had been tested by the best horologist in the country for a year, and he had reported that it had not varied 15 seconds during the whole year. This was the patent—a device that made it self-regulating.

25. Salesman Turned Manager.—Logan had been a successful salesman and advertiser. He had made successes of several kinds of business, and was confident that he knew the principles upon which selling rests, and would be able to apply his skill to the new clock. He believed that the use of clocks might be doubled, trebled, or quadrupled—if a clock that would keep accurate time and at the same time be a decorative object could be produced. His study of the field showed him that there should be clocks in many public places, in all street cars, steam cars, staterooms on steamers, all rooms in office buildings, all hotel rooms, etc. In fact, he believed that the field for his clock was almost unlimited—if he could develop the right quality of selling power. He believed that advertising would open the way for his selling plans, and he therefore planned carefully to have the best possible advertising manager. He set apart $50,000 for the initial advertising campaign. It was half of his free capital, but he knew that it would not do

to be timid in this matter. He planned to spend this $50,000 during the first year of business, and the bulk of it during the first 6 months. He estimated that he would sell $500,000 worth of clocks the first year, making his advertising appropriation 10 per cent. of his gross sales. He planned to sell $2,000,000 worth of clocks the second year, and not less than $5,000,000 annually after the fifth year. After the second year he planned to make his advertising appropriation 2 per cent. of his gross business; but he meant never to let it fall below $100,000 after the first year.

26. Fixing Volume of Sales.—Logan had the courage of his faith in salesmanship and advertising, and efficiency methods. He believed that sales could be brought up to a total fixed in advance, after a careful estimate of the field. He had studied the potential need of his clock in several cities. He had had an expert marketing agent at work for a year. He knew how many clocks it would take to furnish Boston with them, according to his plan, and three or four other cities. He knew what good advertising and expert salesmanship can do. He figured on getting something like 25 per cent. of the possible potential demand, and he made all of his plans on that basis. He reckoned this volume of business as his capital. He made definite plans to produce the clocks, to sell them, and to use the money their sale would bring in. He planned every detail of manufacture and cost. He knew to a fraction of a cent what they would cost. He did not allow for any increase. He expected a slight reduction. He instructed his superintendent that no increase in cost would be tolerated, but that a decrease would be rewarded.

27. Working a Sample Section.—Logan decided to work a small section of the country by salesmen the first three months, to advertise this section intensively in the newspapers, and at the same time do a certain amount of general advertising in nationally circulating mediums. This would have to be mail-order advertising at first, to be turned into dealer advertising when distribution had been secured. He wanted to begin to inform the people at large about his clock, and pave the way

for the extension of his selling organization and campaign with dealers. He decided to work New England first, for several reasons. It was a small territory, easily covered, filled with intelligent people inclined to be conservative in spending their money. It has twenty-five or thirty cities, all of which are enterprising and wealthy. He wanted his salesmen to work against odds, to harden and develop them.

28. Organizing the Territory.—The New England territory was divided into 50 districts, and a salesman assigned to each district. He was told how many clocks he must sell during three months, and was promised a good bonus for all he sold in excess of his quota. The general sales manager was put into the field to manage this preliminary campaign, and he understood that his future depended upon the record made. He was given all the facts and figures turned in by the marketing investigator, and all the information Logan had collected. He was given a month in which to study the field personally. Each salesman was given a week in his field before he was to try to sell a clock. Each man was also given a list of people who would probably buy, to give him a good start.

29. Drilling the Salesmen.—Before these salesmen were sent out they had spent a month in the factory, and in a daily school of salesmanship which Logan himself had conducted. They had been shown every process of making the clock, told the actual cost of every step, and frankly shown what the expected profits were. Logan worked very hard to get them thoroughly informed, and enthused about the clock. He talked with each man about the district he was to canvass, telling him in detail about the industries, business, character of the people, their thrift, their home habits, etc. He had several New England men come in and talk to the salesmen about that section of the country. He sketched its history to them, and impressed them with the opportunities before them. He told them his own experiences in selling and advertising. He tried to show them the importance of working with the advertising. He went carefully into all the current theories about salesmanship, and showed them how to qualify

themselves for their work. He told them about books on selling, and about business periodicals. He studied each man, and managed to establish cordial relations with them all. He gave each man individual treatment calculated to develop him as a salesman.

30. Finding the Advertising Manager.—For an advertising manager Logan selected a young man who had studied law, been admitted to the bar, and opened an office. During his student years he had had to find his own expenses, and had acted as advertising manager for the college paper. He had met Logan when Logan was manager of another business, and had been sharp enough to get a contract out of him. Logan admired his way of going about it, and after he had bought the clock patents he went to the young man, whom we will call Jones, and offered him the position, guaranteeing a certain minimum income for five years. As Jones did not like the law, and did like advertising, he finally accepted, and took up the study of the new clock with earnest enthusiasm. Logan put him through a drastic course of training, covering three months.

31. Getting Ready for the Job.—Jones worked in the factory, in the drafting room, in the office. He studied the clock, from the growing of the trees that furnished the lumber for the cases to the science of horology. He spent several days in the Patent Office looking up clock patents. He got into the Government Observatory and learned how time was computed and distributed all over the country. He spent a month in New England. He talked with all the big dealers in clocks and watches in all the principal cities.

Jones read all the books on salesmanship and advertising that Logan assured him were worth while. He read all the periodicals devoted to those professions. He attended all the sessions of the salesmanship school when not traveling. Logan devoted one or two hours each day talking advertising to him, and getting him filled full of the Logan clock.

32. Blocking Out the Campaign.—Jones made a study of all the newspapers in New England, and Logan told him

their history. He finally blocked out a campaign which, with the booklets, letters, and other direct advertising, would give New England three months' instruction about the Logan clock, and use up $10,000 of the advertising appropriation. In each city he selected one business paper and one paper that was strong in the home. In the large towns he used the leading weekly, and he used several weekly editions of city papers that had large general circulations. He wrote or adapted copy for each paper, to appeal to its peculiar class of readers. While he adopted a style for his advertisements, he varied them to make them attractive in the paper in which they were published. If a paper used very black type, like the *Boston Post*, he had his advertisement set rather light and gave it much white space. In the *Boston Transcript*, on the other hand, he set the advertisement very solid and black, using a series of Gothic type, and then had it shaded just enough to get the O. K. of the newspaper advertising manager. For the country papers he designed a handsome advertisement, but plainly set in strong type, surrounded with a wide white space.

33. Getting Newspaper Cooperation.—Jones made use of the doubtful "free notice" method for getting publicity, but he made all of the little articles he offered the newspapers interesting. He found out all he could about the Willard family of clock makers, about Seth Thomas, about the originators of the Waltham Watch Company, and other historic watch or clock makers of New England. This line of study made it possible for him to put an intimate local touch into some of his advertisements, making the people feel almost as though the Logan Clock Company was a local concern. He dug out a lot of interesting stuff about some of the old church clocks, in the towns and cities—stuff that had for generations been available to the local newspapers, but had been neglected by them. He made catchy little articles, with almost no advertising suggestion in them. He would write, "The president of the new Logan Clock Company discovered an interesting fact about the town clock in C——," etc. Or, "One of the most popular styles of the new Logan clock is a faithful copy of one

of the most celebrated clocks made by Simon Willard, whose little shop used to stand near ——." Or, "It is related of the Willard brothers, who made those handsome old clocks that kept such good time for our great-grandfathers, that——," etc. Or he would find out what persons in a city made a specialty of collecting old clocks, and write a good story about them, getting in a mention of the Logan clock to show the advance made in the art of clock making.

The papers would usually publish these articles, and they were about the best possible advertising for the Logan clock.

34. Studying the Field.—This advertising manager spent much time in the field while this trial campaign was going on. He wanted to note how the advertising affected the readers of the newspapers. He visited the local and editorial rooms of the newspapers, and chummed with the advertising forces. He got the professional reaction from his advertising in this way. He haunted the jewelry stores where the clock was on sale, and he spent many evenings at country hotels with the salesmen, going over their experiences, and trying to help them with suggestion and good cheer. He got to know the field, and the impression his advertising was making. He demonstrated the clock everywhere. Wherever he spent the night he got a handsome clock into some conspicuous position in the hotel lobby. He had store window cards made with a handsome three-color picture of the clock with just this on them: "Come in and see it!" He had a small booklet made, giving a sketchy history of clocks, a page about the importance of knowing the time accurately, including two pages describing the Logan clock, with a good picture of it as it sat on the mantel, also a detailed drawing of the works. These booklets bore the imprint of the local dealer, and were given to any one who asked questions, left at the hotels, and handed out by the dealers.

35. Finding New Methods.—This resourceful advertising manager discovered in nearly every town some new method to advertise the clock and to attract the attention of the public. The salesmen began to report sales, and more sales. Before the campaign was half over it became evident that the

quota of sales assigned to the selling staff in New England would be exceeded. When this was made very plain, after nearly two months' work, Logan called Jones out of the field, and bade him prepare for a similar campaign in a larger field, the Middle West, and told him that he was to spend twice as much money as was spent in New England, and make a campaign that might extend over a year—six months at all events; and there were to be 100 salesmen put in the field, after a month had been spent choosing dealers to handle the clock. A different policy, however, was to be pursued. All orders taken by the salesmen were to be turned in to the retailers, who were to get a small commission, to get them started in the big dealer campaign Logan had in view.

36. Getting the Right Start.—The Logan clock had been started on its career of success. It had all the elements necessary for an advertising success. It was a good article, there was a field for it, and it was pushed wisely and vigorously. The advertising was directed to the people who were to buy the clock. The salesmen worked to bring to the people an article they had learned was useful and economical. The advertising had been shrewdly sold* to the selling force. The sales manager and the advertising manager worked in perfect harmony.

SCOTT PAPER COMPANY CAMPAIGN

37. Modern Marketing Methods.—During the past ten or more years there has been going on a great transformation in manufacturing. The era when the market was taken for granted, or left to chance, is rapidly passing, and in many manufacturing enterprises the marketing problem is being studied very carefully, not only to secure easy and natural distribution of goods, but to stabilize the market, and secure for

*In the advertisement and selling business in recent years, the word *sell* has come to be used in a technical sense meaning *to impress favorably, by argument or demonstration, so that a desired action is taken.* For example, it is said "The advertising manager's most difficult task is to *sell* his plan to his board of directors"; or "The plan must be *sold* to the dealers," meaning that the board of directors or the dealers are to be induced to approve of *and adopt* certain plans.

the manufacturers the value given a business by identified goods, or trade-marked products, and a market more closely controlled by themselves.

38. Manufacturers Belonged to the Jobbers.—Until about 5 years ago the Scott Paper Company had been making toilet paper for jobbers and putting on it whatever brand was desired. The company was not identified with its product. It was, as another manufacturer had expressed it, "owned by the jobbers that handled its product." It did not know, from year to year, what its product might be, where it would be sold, or what its volume would be. The consumers knew nothing about the Scott Paper Company. If a jobber who had been having his special brand of toilet paper made by the Scott Company found that he could save a few cents on a thousand packages by having it made at another mill, he could change, and whatever good-will the Scott Company had earned was lost to it. The entire output of the Scott mills was sold on price and quality, and it was the dealers, instead of the consumers, who were able to trace the quality and the price to the company.

39. Changing the Business Policy.—Because of this policy, or lack of a policy, the company could neither standardize its goods, its selling and manufacturing policies, nor its profits. Its business was, as the saying is, "all up in the air." Its selling force had nothing to work on but price and alleged quality, and as it was not their customers who proved the quality, it was not a very vital factor. This condition finally led the executives of the company to determine upon a different policy, and the foundation of the new policy was to be a plan for marketing that should identify the product with the company, appeal to consumers to judge the quality, and fix prices to assure a known and stable scale of profits.

40. Analyzing the Market.—The first step was to analyze the market for the purpose of discovering how many grades and varieties of toilet papers were demanded to supply 100 per cent. of the trade, and what prices must be fixed to attract a large proportion of the trade. This work was not so

great for this company as it would have been for a company entering the business, as its records of sales, together with the experience and judgment of its selling staff, furnished about all the necessary data. So a careful analysis of the figures by the accounting department and the sales manager, with thorough reports from all traveling salesmen, and several convention meetings of all the executives, salesmen, sales manager, and advertising men, to which an advertising agent of wide experience in this field was invited, settled the matter.

41. Adapting the Goods.—It was found that three brands of toilet paper would, theoretically, supply 100 per cent. of the demand for those goods—one 5-cent and two 10-cent rolls. The 5-cent roll was called *The Waldorf*, the 10-cent rolls were *ScotTissue* and *SaniTissue*, the latter being made by some process that gave it a sanitary value. The whole business was wrenched away from the old policy of selling on price and quality alone, and was placed squarely upon the trade-mark basis. The goods were still to be sold on quality, but chiefly on name and the reputation of the Scott Company. In some way, the buying public was to be educated to accept the name of the product and of the company as a sufficient guaranty of quality and price. The new line was the highest-priced line of toilet papers on the market, and there was no reason why retail dealers should stock them and try to influence consumers to buy them. That was the problem the company had to face, and solve.

42. Obstacles to Be Overcome.—The first thing the company met, in the way of an obstacle, was the hostility of the jobbers who had been handling its product. The margin of profit for the jobber had been reduced, because the company was to use the money to create a consumer demand. The next obstructive element was the retail dealer, whose margin of profit had also been reduced while the selling price to the consumer had been advanced. These conditions made it necessary to do two things—to adopt an advertising policy that would create a consumer demand which would ultimately force both jobbers and retailers to handle the goods and that

would assure them adequate profits by reason of greater volume of trade, and to educate the salesmen to operate upon the theory that the advertising would create this consumer demand which would in a short time compensate dealers for the reduced margins of profits for them.

43. Getting Salesmen to Cooperate.—To get the intelligent cooperation of the salesmen, conventions were held, at which every effort was made to *sell* the new policy to the salesmen. It was carefully explained to them, and special pains was taken to show them that the new policy would ultimately make their selling work much easier, and also that it would make the gross profits of the dealers much greater, as well as relieve the dealers of most of their work in selling. Advertising experts were brought to talk to the salesmen, efficiency experts came to explain how their work might be lessened, marketing experts told them of the newer theories about the distribution of goods of universal need, and members of the company figured for them what they could do in the way of increased business and income if they helped loyally in putting the new régime into working order.

44. Getting Dealers to Cooperate.—To get the cooperation of the dealers, a house organ was started. A new product was added to the list—a paper towel, called the *ScotTissue* towel, and its promotion offered a good opportunity to push the whole line of products. The house organ showed dealers how to display and advertise the lines, and told how certain dealers had succeeded. It printed some of the advertisements used, and told of the work of the company to interest consumers. It described all the goods, and how they were put up to appeal to all tastes and needs. The towel idea developed rapidly, and it was offered in various sizes and packages, and in combination with the toilet papers. A baby diaper was added to the line, and table cloths, etc., so that it was possible to make up combination trial packages selling at 50 cents and 75 cents that were very tempting. In addition to the house organ there were prepared attractive booklets—one telling all about the manufacture of the towels, from the tree to the household;

one giving descriptions of all the articles produced; and one especially devoted to the economies and convenience of the towels and other articles in homes.

45. Placing the Advertising.—The advertising that was planned to attract consumers was placed in a few mediums that circulate largely in the homes. At first the list was small, and included *The Ladies Home Journal*, *The Saturday Evening Post*, *The Woman's Home Companion*, and *Good Housekeeping*. Later there were added other magazines, such as *Forecast* and *The Housewives' League Magazine*. The copy in all these except *The Saturday Evening Post* was the standard magazine page. In the *Post* the copy was half and quarter pages, in one- and two-column form. The magazine page had a coupon offering a sample package of the goods for 50 cents. The copy for the advertisements was good, and dealt with the practical benefits of the paper products in the home. There were illustrations that showed how the articles were handled in homes and how the packages look. The advertisements were attractive, and interesting to every housewife, or houseman, who is interested in utility and economy in the home.

46. Results of the Advertising.—This campaign has resulted in opening the jobbing and retail market to the Scott products, and getting the cordial cooperation of the jobber and retailer, because it developed a great consumer demand which hammered at the doors of the distributing dealers until they woke up to the opportunity the company was giving them to make quick and easy profits, by virtually guaranteeing them large sales and rapid turnover of their capital. It has sold the advertising to the salesmen, and given them a new conception of the power of advertising when it is appreciated and utilized by the selling force. It has created a great consumer demand, which is making money for every retailer who handles the goods. The advertising campaign is selling the product of the factories, first, so to speak, to the salesman of the company; second, to the jobbers who handle it in a large way; third, to the retailers who sell it to the consumers; and fourth, and most important of all, to the people who use the products in their homes. In

fact, the advertising sells the product. The jobbers and the retailers are merely distributing agents. They do not have to sell the articles. They already have been sold to the consumers by the advertising. The local grocers, or other stores handling the things, merely have to deliver the goods; and the jobbers have to keep the retailers supplied.

47. **An Energetic Beginning.**—There were so few mediums used in this campaign, and they were so well known, that it will be an easy matter for one who desires to figure the costs for himself. Let him look up the rates, compute the costs, and arrange a schedule on his own responsibility. The first-mentioned mediums were used quite generously, as there was an immediate necessity that called for a brave beginning. The attention of the consumers needed to be attracted at once, and in considerable volume, if the jobbers and retailers were to be impressed and interested. It would not do to allow them to get fixed in arrangements with other products, and to have the attention of consumers given to substitutes. So the blows were rapid and continued until the flow of goods through the usual channels had been resumed under the new conditions.

48. **Introduction of a New Article.**—The company's plans were materially modified by conditions that developed while it was trying out the towel proposition. A paper towel was a novel idea. The popular idea of paper for such a purpose was that it would not work. But it did work, and after a while that fact began to be accepted. The paper towel was accepted as a great sanitary fact. Its use was not great in homes for a time, but it sprang into popular favor for factories, offices, hotels, schools, clubs, etc., places where fabric towels had been used. The idea was that paper was thought to be more sanitary than cloth, even if the cloth towels were carefully laundered after use. This line of development was largely worked out through personal salesmen, that method being found more effective. This trade is equivalent to a jobber trade, as all customers are large consumers and would be more inclined to buy direct from the manufacturer; and the salesman is not selling a case of towels, or a hundred cases, but the continued use of

A Big Kitchen Help As Well as a Towel —*Absorbent*

IMMEDIATELY you hang up a roll of *Absorbent* ScotTissue in your kitchen you not only provide yourself with an individual towel that saves your linen and washing bills, but you also provide yourself with a time and labor saver of infinite value in your home work.

Know how to use them—"like a blotter"—and what to use them for.

For instance, *Absorbent* ScotTissue is fine for polishing cut glass, mirrors, silverware, piano-keys, brassware; or cleaning range or stove or windows or faucets ScotTissue is just the thing for absorbing grease from fried foods or absorbing spilt liquids. We can't begin to enumerate all the uses for ScotTissue here; only a trial in your home will convince you of its endless usefulness.

Absorbent

ScotTissue Towels

Junior Roll, 10c. Standard Roll, *25c. Large Roll, *35c.

Made by Scott Paper Company, also makers of **Quality Toilet Papers**

ScotTissue Toilet Paper — Soft as old linen

A high grade, soft, snowy white absorbent paper. Sold in large, tight wound rolls, 10c per roll.

Sani-Tissue Toilet Paper — Soft and clothlike

The balsam treatment makes the paper soft and medicinal. Always demanded wherever it has once been used. Three rolls in dust-proof carton, 25c.

Above goods sold at all progressive dealers.

Read Big 50c Offer in Coupon

SCOTT PAPER COMPANY
721 Glenwood Avenue,
Philadelphia, Pa.

*Prices slightly higher in Canada.

721

SCOTT PAPER CO.
Phila., Pa.

Dear Sirs:
I enclose 50c (75c in Canada). Please send me (prepaid) 1 Jr. Roll ScotTissue towels, 1 Neat Fixture, 1 Pure White ScotTissue Table Cover, 1 Package of 12 ScotTissue Dydees, 1 Roll of ScotTissue Toilet Paper, 1 Roll Sani-Tissue Toilet Paper. And 1 other roll of high-grade Toilet Paper All for 50c (75c in Canada).

Name _____

Address _____

Town _____ State _____

FIG. 1

Reduced from 8″×5½″ advertisement used in *Ladies Home Journal*, *Woman's Home Companion*, *Housewives' League Magazine*, and *Forecast*.

the towel in an establishment that may ultimately buy thousands of cases. The advertising of the towel was directed to its use in the homes, and for many purposes other than the ordinary uses of a towel, and was made to suggest buying the Scott products in the combination packages, thus carrying along with it the toilet-paper proposition.

49. The advertisement, Fig. 1, is a good example of the series used in this campaign. It was planned to appeal to the housewife, and, while it features the towel, it leads the mind of the reader to consider the whole product of the Scott mills, with reference to good housekeeping.

HARNESSING DYNAMITE TO THE PLOW

50. Benefiting the Consumer First.—It is a remarkable fact that the more recent expansion of advertising as a major selling force has been along lines where the benefits coming to the advertiser were much less than those coming to the buyers and to the general public. It has been shown how the great express company linked up producers and consumers to an extent that has made fortunes for the one and considerable savings for the other, while it gained for itself merely a certain amount of new transportation business. There are many general advertising campaigns that do a vast amount of good to parties that pay none of the cost and have nothing to do with their planning.

51. Making a New Market for Powder.—Some years ago the E. I. Du Pont de Nemours Powder Company decided that it was wise for it to seek other than the ordinary trade outlets for its powder and dynamite. In making an examination for possible sources of demand, it thought farmers might be greatly benefited by using high explosives in bringing into use the great deposits of plant food known to exist below the reach of ordinary practicable plowing. Dynamite had been used to clear land from stumpage after timber cutting, and for blasting rocks, etc., but even for this purpose it was chiefly used by blasting experts, and not by the farmers themselves.

52. Encouraging Sport to Increase Market.—At the same time, the company investigated the use of its smokeless powder in the sport of trap shooting, and thought that that sport might be greatly enlarged. Two campaigns were begun, one to persuade farmers that they could raise larger crops if they used dynamite to turn up the plant food lying below the reach of their plows, to make excavations for setting trees, to dig their ditches, etc.; and one to promote trap shooting. This latter campaign consisted chiefly in direct encouragement of the formation of shooting clubs, and suggestions as to their conduct and benefits. It was more or less an ordinary advertising enterprise, worked as many other campaigns had been worked. Consumption was encouraged, and the demand thus encouraged was directed toward the specialized product of the company through the usual methods.

53. Dynamite and the Farmers.—To make dynamite popular with farmers and arrange for its distribution was an extremely difficult task, one of the hardest ever undertaken by an advertiser. The farmers were afraid of it, and their fear was justified by the extraordinary precautions taken by national, state, city, and town authorities, with respect to its transportation, storage, and handling. Knowing its dangerous character and its high cost, as well as the difficulties attending its purchase and delivery, farmers were not in a mood to consider its use seriously. Many of them were skeptical about its benefits. They had been asked to believe a great many things about the soil and its handling that were directly contrary to their training and experience. They never were very enthusiastic about the new theories of agriculture put forth by the Government, the agricultural colleges, and the new experts. They did not know, either, that the manufacture of dynamite had been so improved as to make it practically, and comparatively, harmless to handle, transport, and store. The material and its uses were surrounded by mystery and fear. The farmers did not relish the idea of risking their lives in trying the experiments presented to them. They had to be shown, and they required the most convincing proofs.

54. Originating Interest.—The general campaign was for the purpose of promoting among farmers a scientific fact that they did not know and were not interested in. About ten million pounds of dynamite had been used annually for clearing land of stumps, but it was handled chiefly by professional blasters, and not by the farmers themselves. Practically none was used for loosening the subsoil several feet below the surface. On some kinds of soil it is impossible for roots to penetrate below the plowing depth, about 6 or 8 inches. Here and there was a farmer who used what was called a subsoil plow, which turned up a few more inches of ground, at great expense for teams to haul the plow through the stiff soil. A few tree experts were advocating larger holes in which to plant trees. There were even a few who used dynamite to blast out the holes, but even these used it as an aid in excavating, rather than as a power to loosen permanently the deeper strata of soils, so that the tree could send its roots deep into the earth, below the line of drought and frost, to feed upon the elements there.

55. Much Money Needed.—The difficulties were so great that no advertiser not possessed of ample capital, and unwilling to wait an indefinitely long time for adequate results, and to face the possibility of not then getting those results, could afford even to consider such a campaign. There was no assurance of ultimate success. Farmers are known to be ultra conservative, and, as a class, not to have very large capital at their command. They have been found responsive to some lines of advertising, but this proposition involved much more than buying, for example, a new harvester, an automobile truck, or a supply of some new fertilizer. It meant a radical change of faith in the quality of the land below the reach of their plows, and in their hereditary understanding of the quality and virtues of the ordinary processes of agriculture.

The farmer, however liberal may have been his youthful education, is all the time subject to very powerful influences that teach him to be conservative, to have patience, and to trust the manifest processes of nature. He always sees the earth

respond to the simpler processes of cultivation. He has been taught by the Bible that a large proportion of his seeding work will go for naught, and that it is to be expected that some seed will fall among tares and on rocky ground, and bring forth no crops. He becomes resigned to drought, to pestilence, to ruin by wind and rain and frost. He comes to feel that farming is regulated by Providence. So he does not have an open mind, is not inclined to initiative, looks askance upon innovation, and is not, usually, inclined to respond to suggestion.

56. Difficulty in Collecting the Benefits of the Advertising.—The company realized all these adverse elements in its advertising problem, and made plans that contemplated a long and hard fight, the spending of much money, and a wait of many years for anything like an adequate return. It very well knew that it would be advertising powder, not altogether the Du Pont powder. It knew that its campaign, if successful, would proportionately benefit some competitors who would not share the expense. It also knew that if its analyses were correct it would put many hundreds of thousands of dollars into the pockets of the farmers in certain sections of the country, and add largely to the general prosperity that follows good farming everywhere. The gain would be widely distributed, among other powder makers, farmers, and the community in general, while the company could hope, at the best, to get but a relatively small proportion for itself.

57. Using a New Name.—To overcome the prejudice against dynamite, so far as possible, a new name was given to the product—*Farm Powder*. This helped to reassure the farmers, as it gave them the idea that it was not the old familiar dynamite they were dealing with, but something devised especially for their benefit, as, in a sense, it was.

58. Educative Advertising.—The company spent more than $600,000 to educate the farmers in the principles of what it called *vertical farming*—making the farms deeper and more productive. The advertising was educative. Farm papers were used, and the movies, also many store and fence signs.

Expert demonstrators were sent out. Many farmers did not themselves wish to undertake the work of blasting, so the company undertook to refer them to professional blasters who could be employed. Finding that there were not enough of these professionals, the company undertook to find or train a corps of agricultural blasters as a new profession, and did create a list of a thousand men who are ready to respond to the demands of farmers. The company supplied these blasters with fence signs, circulars, envelope stuffers, and stationery, and paid them for making free demonstrations.

59. Difficult Distribution.—The distribution problem, upon which the advertising campaign must rest, was extremely difficult. In many localities laws prevented the keeping of dynamite for sale in storehouses convenient of access to the farmers, and its transportation from the manufacturers or dealers to the farmers was slow and difficult. In some localities there was a high license fee for the dealer, and dealers who kept it in stock were liable to charge very high prices for it. The Du Pont Company advertised a farmers' price list, and offered to furnish the dynamite direct if farmers had difficulty in getting it. Many agents were appointed who did not carry stocks, but ordered for the farmers. Farmers were warned to order their supplies 4 weeks ahead of their need. The company made every effort to make it easy for the farmer to get the explosive, and to show him how it could be used with profit to himself.

60. Free Publicity.—A great amount of news publicity was obtained. Demonstrations were advertised in local newspapers, which sent reporters and printed news stories. These stories aroused the editors of Sunday editions of the city papers, and they printed sensational accounts of the "new agriculture." Farm papers began to print stories, with illustrations, and finally the magazines treated the matter in their usual interesting and instructive manner. The company sent data to agricultural colleges, experiment stations, and to the Department of Agriculture at Washington; and also employed a soil expert to cooperate with and advise the farmers. The knowledge of the

new process spread rapidly; and as much of the publicity was of a news character, it may have impressed the farmers more readily than it would if it had all been advertising that was manifestly paid for by the powder company. Nearly all farmers who do any reading are now well informed about the virtues of dynamite in agriculture, and about all of the information they have had has come, directly or indirectly, from the powder company.

61. Direct Advertising Used.—As stated, the Du Pont Company spent $600,000 in this initial campaign, using a large number of mediums, and supporting the work of the papers with many devices of direct advertising, and an elaborate and costly system of personal education and help for the farmers. The advertising copy that was prepared for use in the farm papers was 8 inches double column the first year, 6 to 8 inches single column the second year, and 6 inches double the third year. The cost per inquiry was least the first year, but as the cost per inquiry rose the ratio of sales per inquiry rose also. At first there were many curiosity inquiries, and as these fell off there was a greater proportion of orders. The Du Pont Company did not get all the benefit of the advertising, but it figured that of the new business it created it got a fair share; and it created a demand that will continue indefinitely, until finally its profits are expected to reduce the advertising cost to an almost negligible amount.

62. Selecting the Mediums.—The method of selecting mediums for the Farm Powder advertising, after the first year, was based on the inquiry returns received in the course of the initial year, though it proved that some of the papers that produced the greatest number of inquiries were not the most productive of actual business. The largest volume of replies came from periodicals that apparently have the bulk of their circulation among city people, suburban residents, and people who have the "back-to-the-land" fever, but who are not at present farmers, such as *The Country Gentleman* and *Illustrated Sunday Magazine*. As this is one of the best planned general campaigns for farmers' trade, and as it has been so successful, it is useful

to know just what mediums were selected, and the list is as follows:

American Agriculturist
American Forestry
American Nut Journal
Better Fruit
Breeders' Gazette
Country Gentleman
Connecticut Farmer
Dakota Farmer
Farm Engineering
Farm, Stock, and Home
Farmers' Review
Fruit Grower and Farmer
Fruit Man and Gardener
Farmer
Farmer and Breeder
Farming Business
Florida Grower
Green's Fruit Grower
Garden and Farm Almanac
Hoard's Dairyman
Idaho Farmer
Illinois Farmer and Farmers' Call
Illustrated Sunday Magazine
Kimball's Dairy Farmer
King's Fruit Tree Bulletin
Manufacturers' Record
Michigan Farmer
National Stockman and Farmer
National Sunday Magazine
Oregon Farmer
Pennsylvania Farmer
Poultry Success
Practical Farmer
Progressive Farmer
Progress
Rural Life
Rural New Yorker
Southern Agriculturist
Southern Cultivator
Southern Farming
Southern Fruit Grower
Southern Planter
Southern Ruralist
Successful Farming
The Nut Grower
The Ranch
Twentieth Century Farmer
Up-to-Date Farming
Vegetable Grower
Washington Farmer
Wallace's Farmer
Western Farmer
Wisconsin Agriculturist
Western Farm Life

63. Results of the Campaign.—The results of the campaign show that dynamite is now used for the following purposes for which it was not used to any great extent prior to 1911: Stump blasting in the East, South, and Southeast, blasting boulders, preparing ground for planting fruit trees, excavating farm ditches, blasting impervious subsoils, excavating cellars, draining swamps and ponds, straightening creeks, rejuvenating old orchards, road building; making holes for fence and telegraph poles, digging and restoring wells, as a substitute for tile draining and excessive fertilization.

The results to the company were very remarkable, showing that it pays to plan a general campaign upon broad and unselfish lines, as well as in accordance with the established principles of advertising. After having worked in this campaign for only 4 years the company is able to report that its sales have increased in this farming field to an extent that enables it to conclude that the advertising expenditures for this campaign had been entirely

absorbed by increased profits due to the advertising, leaving it a permanent asset in the shape of many new distributors and many new customers. The farmers who have been shown how to use this powder will, presumably, continue to use it, and their subsequent purchases will not be chargeable with the adver-

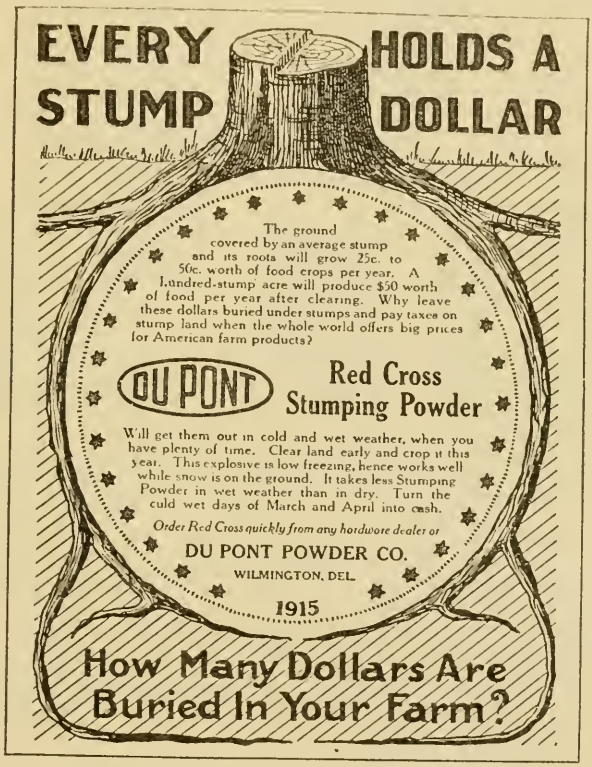

EVERY STUMP HOLDS A DOLLAR
The ground covered by an average stump and its roots will grow 25c. to 50c. worth of food crops per year. A hundred-stump acre will produce $50 worth of food per year after clearing. Why leave these dollars buried under stumps and pay taxes on stump land when the whole world offers big prices for American farm products?
DU PONT
Red Cross Stumping Powder
Will get them out in cold and wet weather, when you have plenty of time. Clear land early and crop it this year. This explosive is low freezing, hence works well while snow is on the ground. It takes less Stumping Powder in wet weather than in dry. Turn the cold wet days of March and April into cash.
Order Red Cross quickly from any hardware dealer or
DU PONT POWDER CO.
WILMINGTON, DEL.
1915
How Many Dollars Are Buried In Your Farm?

FIG. 2

Reduced from 6-inch double-column advertisement in a farm paper

tising expense of this campaign. It is not likely that the company will stop advertising, but it will not advertise to the customers who have already been won, nor will it charge advertising expense to income from them. Moreover, these farmers, by recommending it to others, will act as selling agents for the

powder that they have found profitable to use themselves. There will, in fact, be a continuously increasing return from this advertising campaign which will, within a few years, so

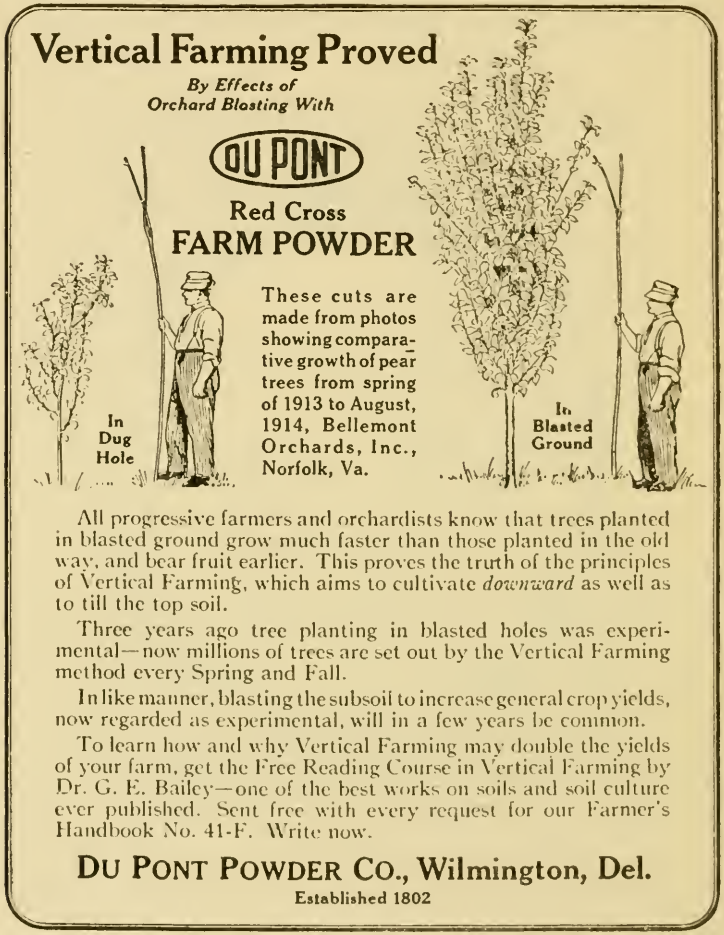

Vertical Farming Proved
By Effects of
Orchard Blasting With
DU PONT
Red Cross
FARM POWDER
These cuts are made from photos showing comparative growth of pear trees from spring of 1913 to August, 1914, Bellemont Orchards, Inc., Norfolk, Va.
In Dug Hole
In Blasted Ground
All progressive farmers and orchardists know that trees planted in blasted ground grow much faster than those planted in the old way, and bear fruit earlier. This proves the truth of the principles of Vertical Farming, which aims to cultivate downward as well as to till the top soil.
Three years ago tree planting in blasted holes was experimental—now millions of trees are set out by the Vertical Farming method every Spring and Fall.
In like manner, blasting the subsoil to increase general crop yields, now regarded as experimental, will in a few years be common.
To learn how and why Vertical Farming may double the yields of your farm, get the Free Reading Course in Vertical Farming by Dr. G. E. Bailey—one of the best works on soils and soil culture ever published. Sent free with every request for our Farmer's Handbook No. 41-F. Write now.
DU PONT POWDER CO., Wilmington, Del.
Established 1802

FIG. 3

Reduced from one-fourth-page advertisement

nearly extinguish its cost as to leave the percentage per dollar of business so small as to be difficult of expression by fractions of a cent.

64. Figuring the Future.—The Du Pont Company reflects that as there are 878,798,325 acres of farming land in the United States, 1 pound of Farm Powder per acre, at 10 cents a pound, with the other necessary blasting supplies, would yield more than a hundred million dollars of business a year. It does not expect this much business, but as it takes 50 pounds of powder to subsoil an acre, and from 100 to 300 pounds to clear a cut-over acre, the company assumes that there is a great business to be worked up through teaching the farmers how to get more out of the land they have, and how to clear more land properly.

65. The Copy.—The advertising copy for this campaign was written to bring mail orders or to refer the readers to dealers. It was straight talk to farmers, telling them how they could increase their crops without cultivating more land or using more fertilizers. The illustrations and display were calculated to attract instant attention. The examples given in Figs. 2 to 5 are good samples of the series.

EVERY
STUMP HOLDS
A Dollar
HOW MANY DOLLARS ARE BURIED IN YOUR FARM?
1915
THE ground occupied by the average stump and its roots will grow 25 to 50 cents worth of food crops each year. One hundred stumps to the acre mean a yearly loss of many dollars. Why leave the stumps in the ground when they can be quickly and cheaply removed with
DU PONT
RED CROSS
STUMPING POWDER
— the explosive especially made for blasting stumps, boulders, ditches, tree-holes, hardpan, etc.
Millions of pounds of Du Pont Explosives are used by farmers every year. Improve your farm, increase its production and add to your bank account.
FREE BOOKLET
tells how to safely handle Red Cross Farm Powders for clearing land for bigger and better crops. Write today for Farmers' Handbook of Explosives 513-F.
Du Pont Powder Co.
Established 1802
530 Du Pont Bldg.
WILMINGTON - DELAWARE

FIG. 4

Reduced from 7-inch single-column advertisement in a high-class farm paper.

CAMPAIGN TO SELL SILK GLOVES

66. Marketing a Staple Article.—The test of advertising comes when the general campaign is planned to market a staple article of merchandise, opposed by organized competition, and as a part of the regular marketing

policy. It is comparatively easy to advertise a specialty, protected perhaps by patent or copyright laws. Such a proposition has the advantage of the special occasion, the special

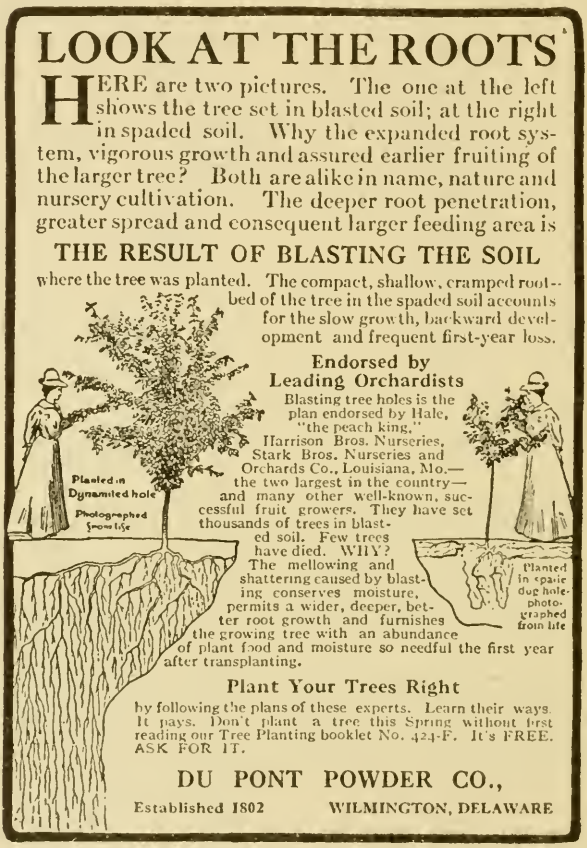

LOOK AT THE ROOTS
HERE are two pictures. The one at the left shows the tree set in blasted soil; at the right in spaded soil. Why the expanded root system, vigorous growth and assured earlier fruiting of the larger tree? Both are alike in name, nature and nursery cultivation. The deeper root penetration, greater spread and consequent larger feeding area is
THE RESULT OF BLASTING THE SOIL
where the tree was planted. The compact, shallow, cramped root-bed of the tree in the spaded soil accounts for the slow growth, backward development and frequent first-year loss.
Endorsed by Leading Orchardists
Blasting tree holes is the plan endorsed by Hale, "the peach king," Harrison Bros. Nurseries, Stark Bros. Nurseries and Orchards Co., Louisiana, Mo.— the two largest in the country— and many other well-known, successful fruit growers. They have set thousands of trees in blasted soil. Few trees have died. WHY? The mellowing and shattering caused by blasting conserves moisture, permits a wider, deeper, better root growth and furnishes the growing tree with an abundance of plant food and moisture so needful the first year after transplanting.
Planted in Dynamited hole
Photographed from life
Planted in spade dug hole- photographed from life
Plant Your Trees Right
by following the plans of these experts. Learn their ways. It pays. Don't plant a tree this Spring without first reading our Tree Planting booklet No. 424-F. It's FREE. ASK FOR IT.
DU PONT POWDER CO.,
Established 1802
WILMINGTON, DELAWARE

FIG. 5

Reduced from 5-inch double-column advertisement

need, the special article, and the special qualities. But if the article is one of ordinary wear, of which there are hundreds of different makes, sold at prices varying from the very low to the very high, the problem is different and more difficult.

67. Continuous Campaign.—When Julius Kayser & Company had perfected a silk glove for women which was thought to be good enough to justify it, that company formulated a selling policy which was to include an advertising campaign that should be continuous, and that should have as its goal the making of the name Kayser synonymous with silk gloves—that would cause the larger proportion of women who wear silk gloves to think of them as Kayser gloves.

The company took the ground that advertising is selling, and that an advertising campaign to be successful must take its place along with selling and distribution as one of the three chief elements in a real selling scheme. The advertising of the Kayser glove was planned to attract the attention of women at a time when they are most in the mood to buy silk gloves. The principal appeal was to be to the woman's sense of value—the secondary appeal, to her sense of style and dress. Every advertisement must tell the woman something of value and interest about the Kayser gloves in comparison with other gloves.

68. Advertising to Sell.—In this plan it was insisted at the start that advertising merely as advertising was not to be considered at all. Advertising as advertising, this company believed, is only of interest to advertising men. In looking over the field of advertising the company thought it detected a tendency in advertising to appeal to professional advertisers, with too little consideration for the needs and dispositions of people who were to be the buyers. Therefore, it was decided that all the advertising done for the Kayser gloves must be in line with and supplementary to the definite sales policy that was to control the whole marketing work.

This meant something of a departure from the generally accepted policy of other merchandising plans, and necessitated original plans and original men to work them. The advertising work was put into the hands of a man selected from the selling force. It was thought that he would find it easier to acquire a knowledge of the practical working of advertising than it would be for a professional advertising man to accommodate himself to the Kayser sales policies.

69. Employment of an Advertising Agency.—To provide the proper distribution of the advertising, and the knowledge of the field and of methods necessary for the production of efficient advertising, it was decided to employ an agency to supplement the work of the advertising manager of the company. The agency would supply all the strictly professional advertising knowledge necessary, while the advertising manager would dovetail the advertising with the sales policies.

The agency was employed not only to place the advertising produced by the advertising manager, but to suggest and write copy, to advise as to mediums and space and frequency of insertion, and to assist the selling department by making such investigations in the field as can be better made by a modern service-agency organization. For example: The agency made an investigation in the field, after the advertising and sales work had had time to make its appeal known, which showed that in fifty principal cities over 80 per cent. of women who asked for silk gloves had been brought to ask for Kaysers, by name.

70. Satisfaction to the Buyers.—The Kayser glove was developed with the idea that it should give complete satisfaction to the wearer. The whole selling plan is based on this principle. The buyer must be satisfied. Retailers are authorized to use their discretion in dealing with all cases of apparent dissatisfaction, and whatever they find it advisable to do is indorsed by the Kayser Company, and the retailer is not only upheld but all of his losses on this account are made good by the company.

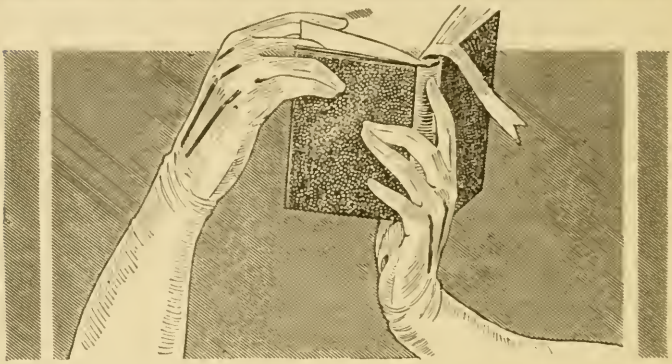
The gloves are made with special care, to resist wear and to fit the hands and arms of the wearers. They are made to justify the advertising and the selling arguments, and the company assumes all risks of divergence from this fundamental policy. It holds the buyer blameless, and it holds the retailers blameless also, for any defects that are found in the gloves. It goes further than this, and accepts the attitude and tastes of the buyers to the extent that they are made the final judges. It does not matter why a buyer is not satisfied. Her decision is sufficient and final.

71. Advertising to the Consumer.—The advertising is planned to create consumer demand, and it is created and handled in close cooperation with the retailers. It is placed in a certain number of the standard women's publications, such as *The Ladies Home Journal*, *The Pictoral Review*, *Vogue*, *The Delineator*, and the quarterly fashion papers. These mediums are used to form a background for the selling plan and the more concrete newspaper advertising, and not necessarily for direct sales. They assist greatly in standardizing the name of Kayser, and in creating a general sentiment for and knowledge of the gloves throughout the country.

From March to July the newspaper advertising is run in 175 cities, and it is planned, written, and placed to produce definite results, through the retailers. This advertising tells the women something of the quality value in the Kayser gloves, and makes a direct appeal to their sense of style and dress. These two motives control all the advertising, and they are alternated in the leading positions in the advertisements—one advertisement may emphasize the wearing value of the gloves, but carry some distinct allusion to their style and beauty, while the next advertisement used in the same medium will put beauty and style at the top and give some small but attractive space to utility.

72. Covering a City.—When a city is to be covered by advertising, a series of advertisements is prepared with special reference to that city, consisting of one full page and a series of smaller ones ranging from $10\frac{1}{2}$ inches across four columns to 4 inches double column. Some time before these advertisements are used they are sent to all the retailers in the city, in a neat portfolio, with a number of proofs of electrotyped advertisements suitable for use with the advertising of the local merchants, and some proofs of cuts that are furnished free.

With this portfolio goes a schedule of the advertising to be done in that city, giving the names of the papers to be used, the number and dates of the insertions. The dealers are asked to cooperate with the company in whatever way they think best, and the company offers to cooperate with them. It offers



Be well gloved for Easter Morning

Twelve thousand dealers and millions of women prefer Kayser Silk Gloves, not merely because they are the best known gloves in Europe and America, but because they have found out from actual experience that Kayser Silk Gloves wear better and fit better.

Buy them now for Easter. See for yourself why more women wear them than all other silk gloves combined.

Kayser Silk Gloves cost no more than the ordinary kind; two clasp gloves are always 50c, 75c, $1.00, $1.25 and up; twelve and sixteen button lengths are always 75c, $1.00, $1.25, $1.50 and up. The name "Kayser" is in the hem and with each pair is a guarantee ticket that the tips will outwear the gloves.

Kayser Silk Gloves

More sold than all other silk gloves combined

FIG. 6

This advertisement is practically perfect, in form and substance, as well as in its artistic elements. It is properly proportioned, harmonious in typography, correctly balanced. It is attractive as a picture, and has so little copy that it can be read almost while turning a leaf, or a page. The original was 10 inches long, 3 columns wide.

them window-dressing service in the shape of designs and fixtures, cards, etc. Its salesmen make a thorough canvass of the territory contributory to the city, and act in conjunction with the retailers in every way.

73. All Good Papers Used.—All of the good papers in a city are used for the campaign there. One paper gets the page advertisement the first day, and a 4-inch double-column advertisement the next day. Then it gets a large advertisement, perhaps the $10\frac{1}{2}$-inch four-column advertisement. It gets a style-and-beauty advertisement one day and a utility advertisement the next day. Each of the papers has distinctive advertising. If a woman has all the papers published in the city where she lives, she will see a different Kayser advertisement in each of them, each advertisement making its argument in a different manner and in behalf of a different quality of the gloves. She will be told about the wearing quality of the double tip, the fit of the glove on the hand and arm, the quality of the silk used, that the name on the binding means a guarantee to her, how to wash them, etc.

What we do to have your gloves absolutely perfect

One girl, the first Kayser inspector, is paid ¼ cent should she find a blemish in our silk fabric when it is cut ready to seam.

The second is paid 1 cent a pair should she find a flaw after the glove is seamed.

The next inspector gets 1½ cents a pair if she detects an imperfection.

The fourth and *final* — the supervisor — receives 2 cents a pair if she discovers the slightest defect.

This is the care we take to have your silk gloves absolutely perfect. This is why we *can guarantee* every one of the millions of Kayser Silk Gloves which American women wear each season.

FIG. 7

Reduced from 7-inch double-column advertisement in a newspaper.

74. Advertisements Are Attractive.—The Kayser advertisements are unusually attractive, and, also, they are laid out in strict conformity with the rules that have been made by the men who have studied advertising as an art and a science. The copy is brief, modest, clear, and convincing. It is so brief that it takes no more than 2 minutes to read the full-page advertisement. In it the company asserts that its goods are genuine, and that it is always ready to make its guaranty good; that it not only replaces gloves that are not satisfactory, and returns purchase money if asked to do so, but that it tries in every way to make the gloves satisfactory. This fact is all the time brought into its advertising, and helps to make it effective.

Wash a pair of "cut price" silk gloves; then a pair of Kayser's. The difference in their appearance after one washing will show you why there are more Kayser gloves worn than all other silk gloves combined
THE SAFE WAY TO WASH SILK GLOVES
Use only cold water and any pure soap. Rinse well and wring out in a towel but do not twist. Pull lengthwise, turn inside out and lay flat to dry. Do not hang up and never let a hot iron touch them

FIG. 8

Reduced from 4-inch double-column newspaper advertisement. One of the small advertisements alternating with larger ones. The hand-lettering did not reproduce well in all newspapers.

75. The Salesmen and the Advertising.—The Kayser company has 42 salesmen, and they are all advertising men. They work all the time in perfect harmony with the advertising department, and second every effort that is made to arouse interest through advertising. All of the advertising is first "sold" to the selling force before it is used, and this is one of the chief functions of the advertising manager. Complete harmony is maintained between the advertising and the selling.

76. Getting the Dealers Interested.—The salesmen in their turn are expected to sell the advertising to the dealers. It is as much a part of their duties to sell the advertising to the retailers who handle the gloves as it is to sell them the gloves. They sell the services of the company also. The company does

not consider that its selling policy reaches no further than the sales to the retailers. It is as much concerned with the selling of the gloves by the retailers to the women as with selling them in bulk to the dealers. Therefore, it endeavors to gain the goodwill of the dealers to the end that the dealers will allow it to help them to sell to their customers.

Kayser
LOOK in the hem. That is where the Kayser trade-mark has appeared for the last thirty-five years. Not one pair of silk gloves has ever left the Kayser factories without its maker's name in the hem.
Millions of other women have already found out that "*Kayser*" is the *one* thing to look for in a silk glove. *Have you?*
Kayser Silk Gloves

FIG. 9

Reduced from magazine advertisement 4½×7½ inches in size. This is one of the advertisements that may be used by the company in its advertising or by retailers as part of their own large advertisements. It is cleverly designed to have the appearance of a stereopticon picture, the white cut being thrown strongly out by the shaded background. The text very sharply brings out the value of the trade mark to the buyer.

77. Advertisements Copyrighted. The Kayser advertisements are copyrighted, but the name has not been protected as a trade mark. The name is, however, one of the best trade marks in the country, and is as effectually protected in common law as it could be by the Patent Office; and the Patent Office would not protect a mere proper name as a trade mark. It is yet an open question whether the design of an advertisement can be protected by copyright entry. It has not been tested in the courts. It is inferred by some advertisers that copyright protection extends to advertisements, but the government has as yet given no assurance to that effect. However, it adds a bit of guaranty-quality to

the advertisement to have it copyrighted, and does no harm at all. In reality the copyright notice printed on any piece of literary or artistic property is merely a notice to all interested persons that the right of ownership will be defended against all attempts at larceny.

78. A Good Campaign to Study.—This campaign is a good one to study. It is based on well-proved fundamentals. The goods are good, the methods are honest, the plans are scientific, and the results are ample. The advertising campaign is very firmly welded to the selling plans. The marketing plan includes advertising and selling, as well as manufacturing, and the general conduct of the business.

The Kayser people first visualized the American woman, and her needs in the way of silk gloves. Then they keyed all their operations to that conception.

The sample advertisements, Figs. 6, 7, 8, and 9, given in connection with this general campaign of advertising are worth careful study and analysis.

COLGATE CAMPAIGN TO ESTABLISH AMERICAN QUALITY

79. Removing Error From the Public Mind.—A general advertising campaign is often undertaken to remove from the public mind some wrong ideas about certain goods. These wrong ideas may have arisen through prejudice, lack of full knowledge, or because the goods have been radically improved since the opinion was formed. A fad is often taken up by the public, and allowed to influence trade to a very great extent. Americans have not yet freed themselves from the notion that goods imported from European countries are either better or more fashionable than American-made goods, though this condition largely ceased to exist a long time ago. American manufacturers have tried various expedients to correct this impression, without great success. Many of them have catered to it and fostered it by using labels to imitate foreign labels, or by actually shipping goods to foreign countries and then importing

them. Foreign jobbers of certain lines of goods have had them manufactured in America, shipped to them and exported by them back to America under their marks and labels. A few American manufacturers have had the courage and wisdom to challenge foreign-made goods on the basis of merit.

80. Test of Quality as a Basis for Campaign.—Late in the fall of 1913 the perfumery and soap manufacturing concern of Colgate & Company decided to adopt a novel advertising plan, the basis for which was a test to establish the relative quality of its perfumes used by women, as compared with some of the more popular brands of French perfumes. It had found it almost impossible to convince American society women that American perfumes were equal to those made in France. Their quality had been established in many ways, but still the French preparations were, and still are, sold in great quantities. This advertising campaign was planned as a part of the firm's regular policy of advertising, which is to advertise to promote, as a regular incident of the business, any sales campaign that may be decided upon. The company makes no specific advertising appropriation, nor does it figure to expend for advertising any fixed percentage of its gross business. It advertises its soaps and toilet preparations constantly and consistently, taking advantage of seasonable and trade conditions.

81. Women Make the Decision.—The test proposed was arranged to get the opinions of a group of women as to their liking for six selected perfumes, three made by the Colgate Company and three popular French perfumes. Two prominent publishers served as judges in the tests. They bought at a popular store the six perfumes, made a record of their names and gave each a number, then removed the labels. Only the judges knew which numbers applied to named perfumes. The six perfumes were compared by 103 women, representing business women, the stage, college women, editors of women's magazines, and others. Each was asked to compare all six perfumes and to express her preference by number, merely recording which scent she liked the best.

The result of this test was strongly in favor of the Colgate perfumes. Though a large proportion of the women declared their preferences for foreign perfumes, and named those they habitually used, 61 per cent. of them chose Colgate perfumes as first. In fact, a majority of these women gave first, second, and third place to the domestic perfumes.

82. Interesting Test.—This test was interesting in more ways than one. It was, strictly, a psychological experiment. The women who made it had nearly all of them declared their preference for foreign perfumes, and yet when it came to the trial they showed that they could not distinguish the perfumes they had been buying and for which they had declared a preference. That perfume which was most agreeable to their sense of smell was not the one they had bought and used. Why then had they bought the perfume they had used, and probably honestly thought they preferred? There is more than one possible explanation. Their mental predisposition may have actually made the foreign perfumes smell more agreeable to them. But the smell in that case must have been influenced by the sight. They saw the French labels and imagined they preferred the scents the labels covered. The differences between the senses are very subtle and hard to distinguish. Probably half of the sensations that we call taste are really senses of touch. It is almost impossible to distinguish between the senses of feeling and taste, in the matter of food that is taken into the mouth. So it may be assumed that the women who thought they preferred French perfumes really believed their judgment was based upon their sense of smell. But when the activity of the sense of sight was checked, by removing the labels from the bottles of perfume, the sense of smell had an opportunity to make a correct report as to the contents of the bottles.

83. Science in Advertising.—This phase of this test suggests how valuable in advertising are some of the subtler uses of science. Probably the Colgate company could never have gained the very valuable indorsement of a group of women such as this if they had been asked to decide on the relative merits of the perfumes knowing the identity of each sample.

The utmost honesty of purpose would not have overcome the powerful suggestion of the foreign labels, coupled with their belief in the superior qualities of the foreign articles. People are made that way. Much of the satisfaction to be had from eating comes from the knowledge of what is being eaten. The strawberry from the grower's own garden is sweeter to him than to an outsider. The association of sense perceptions is something that shrewd advertisers must reckon with, and this Colgate test shows how profitable it is to take account of it in making plans for general advertising campaigns.

84. Patient Thoroughness.—This test was so thoroughly and carefully conducted that it took more than a year to get the results fully digested and rigidly verified, and the advertising campaign ready for the public. The copy for the first advertisement, giving the history of the tests with an analysis of the results, was written and approved July 20, 1914, just a few days before the breaking out of the European war, which put a gloom over all lines of business that depended in any degree upon commerce with the fighting European countries. Fortunately for itself, the Colgate company had but recently received very heavy shipments of essential oils for its perfumes, and did not allow the war to interrupt its interesting advertising campaign.

The other lines of advertising, for dental cream, shaving soaps, toilet soaps, etc., which the concern normally did, were not suspended or interfered with. There was no special attempt made to create a furore, nor to undertake to discredit the perfumes made in France and England. The plan was to quietly let the women of America know what this jury of 103 American women had certified to as to their preferences.

85. The Advertisements.—The first advertisement gave a carefully prepared history of the test, with the results. It occupied pages in the November numbers of *The Ladies Home Journal*, *Woman's Home Companion*, *Pictoral Review*, *Vanity Fair*, and *Life*. The first three magazines named were used to reach the great body of consumers of perfumes who wish to have best available goods. The two last mentioned were used to test

the class demand, as it might be called—to ascertain if women who perhaps were more influenced by custom and prestige would be swayed by a plea based strictly upon quality. These November publications were intended to appeal to the holiday trade, and thus at once get some merchandising movement to justify the advertising.

There was no advertising of this feature of the Colgate business in the December or January periodicals, but in the February numbers of *Vogue* and *The Ladies Home Journal* there were half pages. The March *Metropolitan* third cover was used, in color. In the April *Vogue* and *Vanity Fair*, half pages were used. The back cover of *The Pictorial Review* was used in May. In June the back covers of *Life* and *Vogue* were used, in colors, and half pages in *The Ladies Home Journal* and *Red Book*.

86. The Cost.—The cost of this special campaign, sandwiched in with the general work of the advertising and sales department, was not specifically kept, so that it is not possible to give it in detail. The cost of the special advertising done in the magazines for 6 months can be readily figured by applying the rates to the schedule given in the previous paragraph. That, however, will not be of very much utility, since the advertising had not been finished, and will doubtless go on, in connection with the other advertising of the company, indefinitely. Like all the advertising of the Colgate company, it is educative in its nature, and is calculated to benefit all American makers of high-class perfumes.

87. The Effect of the Campaign.—The real efficiency of this unique advertising campaign is the probability that it may help to rid the minds of American women of the fallacy that foreign-made goods are therefore more to be desired. In this sense, this campaign has benefited several other lines of American goods, as well as all the makers of good perfumes. The chief benefit will accrue to the Colgate company, because in the minds of the great mass of consumers there will still linger fictions regarding the value of Scotch and French fabrics, Austrian glassware, French china, German chemicals, Russian brushes, Italian olive oils, French wines, etc. The direct

tendencies of this campaign will be to give the Colgate perfumes something more of a vogue with women who are brave enough to neglect the psychologic charm of the French names and French labels. The campaign will fall far short of its purpose if it does not implant in the minds of American women the wholesome principle that it is the quality of the contents of the bottle, rather than the optical charm of the French labels, which they should seek.

88. This campaign cannot be estimated with the definiteness that can be applied to other advertising campaigns. The European war turned much trade into American channels, and also influenced many Americans to consider American products more favorably. It is likely that the sale of Colgate perfumery would have been somewhat larger after the declaration of war, irrespective of this advertising campaign, though it is to be doubted if much more strictly American perfumery would have been purchased by the class of women that pinned their faith to the French labels. The drift toward Colgate perfumes was distinctly observable very soon after the campaign was fairly under way. The company is conservative in its estimating of advertising influence. It regards advertising as essential, and does not attempt to assign proportions of trade increase to this or that campaign or advertisement.

But there was a certain well-defined increase in sales of the particular perfumes dealt with in this test campaign which proved its efficiency. The effect had but just begun to be felt at the time this information was obtained, and the company felt that it had been eminently successful. It had added permanently to its sales a certain increase which was expected to grow.

89. **The Plan a Daring One.**—The plan itself was a daring one. Not only did the company pin its faith to its knowledge of the quality of its product, and risk an adverse verdict from the jury of women, but it faced a failure of the whole plan. It is a very difficult and delicate undertaking to get 103 women to express definite opinions on any subject, and a much more difficult matter to get them to record those

Try this perfume test on yourself

YOUR own preference in the matter of perfumes should pass judgment—and will do so if uninfluenced—as to what you really prefer. The test described below shows you how to decide this very personal question to your absolute satisfaction—just as it showed those who made the original test.

This test was made by 103 representative women, comparing six perfumes without seeing the labels or knowing the names.

Three of the perfumes were the most popular foreign scents and three were domestic (Florient, Splendor and Eclat), made by Colgate & Company.

Over 3 5 of the 103 women chose Colgate s: but what is more significant is that before making the test 61 of the 103 said they preferred a foreign perfume, yet when the influence of a foreign label was removed 41 of the 61, or 2 3 of them, chose Colgate's first.

Since this experiment was made thousands of women have made the same test with interesting results

You too can make the test

Let us send you three Perfumer's Testing Strips, miniature vials of the three Colgate Perfumes and an extra Testing Strip so that you may compare these new Colgate scents with the perfume you are now using. The Test Material will be sent on receipt of your letter enclosing a 2c stamp for mailing.

You will discover (as many others have) that in delicacy, in refinement, in individuality, and above all in that indefinable *something* which governs a matter of choice, Colgate Perfumes express your real preference.

COLGATE & COMPANY
Perfume Contest Dept. H, 199 Fulton Street, New York
Established in America 1806
Awarded Grand Prix, Paris 1900

FIG. 10

Reduced from double-column magazine advertisement, 11¾ inches deep.

opinions and consent to have them used for a commercial purpose. If the plan failed, or if the conclusions of the women had been against the company, there would have been an

Nobody Knew Which Was Which

These six numbered bottles contained six different perfumes—3 popular imported scents and 3 domestic, Splendor, Florient and Eclat, made by Colgate & Co. The six were compared by 103 women, representing business women, the stage, college women and others. Each was asked to compare all six perfumes and to express her preference by number—judging merely by which scent she liked best—with no names or labels to influence her.

This is the Way They Chose:

1st choice of 28 women Colgate's Florient
1st choice of 26 women Colgate's Splendor
1st choice of 18 women Foreign Perfume No 4
1st choice of 12 women Foreign Perfume No 2
1st choice of 10 women Foreign Perfume No. 5
1st choice of 9 women Colgate's Eclat

This test—which was absolutely impartial—shows very clearly that the supposed superiority of imported perfumes is not actual. With the influence of a foreign label removed, and choices made from fragrance alone, Colgate's Perfumes were chosen by more than ⅔ of the women—though most of them had said *before the test* that they preferred imported perfumes.

You Can Make the Test

Let us send you full instructions, with three Perfumer's Testing Strips and miniature vials of the Colgate Perfumes, Florient, Splendor and Éclat, so that you may compare them with the perfume you are now using. This Test Material will be sent promptly on receipt of your letter enclosing a 2c stamp for mailing. We are confident that it will convince you, too, that in fragrance, refinement and delicacy—and above all in that indefinable *something* which governs matters of choice—you will find your preference is for

COLGATE'S PERFUMES

*Except the Juliet
Mr. L. N. Doubleday and
Mr. S. Kenly Evans

The same perfumes in Toilet Waters for those who prefer a lighter scent.

For Test Material address
Colgate & Co., Perfume Contest,
Dept. 23, 199 Fulton St., N. Y.

FIG. 11

Reduced from magazine advertisement, size 8 inches by 10 inches

embarrassing situation. But as it did not fail, and as the verdict was in favor of the company's product, it must be counted as one of the interesting applications of advertising methods

to uncover to the public quality in goods advertised, and to establish for advertising the claims made for it as an agent that may be employed to clarify dealings between advertisers of goods and buyers of goods.

90. Facts Were Skilfully Used.—The facts developed by this test were skilfully used in the advertising, as may be seen by referring to the samples shown in Figs. 10 and 11. There was no attempt to make capital against the foreign perfumes. The natural inference was quite the opposite—that American enterprise had at last overcome the obstacles nature and commerce had placed in its path and succeeded in producing perfumes that were equal to those coming from France, where the art of perfume making had been developed for generations, and where nature itself had conferred certain advantages. Commercial conditions in this country have rendered it unprofitable to raise sufficient quantities of the flowers necessary for perfume making, and to extract from them the essential oils required. The problem for American perfumers is therefore to build their business on the basis of imported fundamental materials. In 1 year Colgate & Company imported the oils from more than 1,400 tons of rose petals.

91. Advertising May Sway Opinion.—This campaign teaches that if the proper methods are used, advertising may be employed to change the temper of mind of masses of people, to prepare them to receive sales arguments in favor of specified products. People are always open to conviction. They always want to be shown. This campaign showed them, and therefore it was bound to be a commercial success. It was frank, honest, straightforward in its plan and methods, and no exaggerated importance was placed on the results of the test that was made to furnish for it a foundation.

Thinking that develops original ideas like this, is what marks the difference between the high-salaried advertising man and the indifferent one. Such ideas may seem to come in a flash, but nine times out of ten they are the result of keeping the mind everlastingly alert towards one's business.

INTERNATIONAL SILVER COMPANY CAMPAIGN TO CULTIVATE THE PUBLIC

92. Advertising for Indirect Results.—Some of the more important and successful advertising campaigns are planned without expectation of direct results in sales that can be traced and estimated. They are undertaken to give the business a background of good marketing policy, and to establish the name and quality of goods in the minds of the people so firmly that when such goods are needed no other name will come into the mind. The cost of campaigns of this nature is figured into the general selling expense, just as are the salaries or commissions of the salesmen. There are many concerns that use advertising in this sense. They do not look for returns that can be computed. They regard the advertising as part of their legitimate expense, incurred in their general plans to get their goods into the markets, and to get a consumer demand for them. The most successful advertisers in this class employ advertising managers who are merchandisers as well as advertising men. Some of the concerns that have pursued this policy for many years have advertising managers who have grown up with the business. The modern trend is toward the development of expert merchandising ability as well as advertising ability. Sometimes these men are officers in the corporation they serve, or are managers of sales. Such men seek to create a state of mind among a large number of purchasing people, and to cultivate the favorable consideration of retailers and jobbers.

A campaign conducted for the purpose just mentioned is that of the International Silver Company, a description of which follows.

93. History of the Company.—Some 17 or 18 years ago the men connected with the Meriden Britannia Company bought up several other manufacturers, and formed the International Silver Company. The men in the purchased companies who had made good records were taken into the new company, so that the officers and executives were all practical

men. These men owned most of the stock of the International Silver Company, and have continued to hold it. There are no speculators in it. It was the object of the company, and of all the stockholders, to manufacture and sell silverware. This policy made it necessary that an intelligent advertising policy should be adopted. The advertising manager was a man who had been with the Britannia company several years, and he became a stockholder in the new company. He is still the advertising manager, but the basis of all his work is the marketing end of the business.

94. Growth of the Company's Advertising.—The International Silver Company began its advertising by spending $75,000 during the first year of its corporate existence. It has increased the amount until it is now spending about a quarter of a million dollars annually. But it does not appropriate a fixed sum, nor does it insist that its advertising expenditure shall amount to a certain percentage of its gross business. Its officers believe that advertising should be used to produce in the public mind a certain sentiment toward itself and the goods that it produces, and between dealers and itself. To accomplish this, its advertisements now appear in about 50 of the best general mediums, about 400 country papers, about 15 trade papers, and in several of the best dailies that are published within the spheres of its retail stores.

95. Foundations of the Business.—Back in the middle years of the 19th century there were several manufacturers by the name of Rogers in Connecticut who made good silverware. Some of them established some of the companies that eventually became the International Silver Company, and many of the brands of goods established under the name Rogers are still made by the present company, though there is but one brand of tableware which bears the brand *1847 Rogers Bros.*, or is directly referred to in connection with a later trade mark, *The 1847 Girl.* While the International Silver Company has taken shrewd advantage of the reputations established by its constituent companies, and keeps the sentiment connected with them alive in its advertising, it has, by its own sound business

policy, and its careful and honest advertising, created for its own name a very substantial reputation. Its name is signed to all the advertising for all the factories, and is a guarantee that the old-time reputation of the original companies is continued, and strengthened by all the newer knowledge and processes of manufacture.

96. Utilizing Sentiment.—There is always a sentiment in the minds of many people in favor of old things, and things made by concerns that have long been established. In silver-plated ware there has been a good deal of sham. This was especially true some years ago, when much of the so-called silver-plated ware was merely washed with a solution in which a small amount of silver had been dissolved. But this Rogers Brothers company made genuine goods all through the era of sham, and made a reputation for square dealing. Thus its name, which had been legally acquired by the International Silver Company, had a large value as an advertising shibboleth. The Rogers Brothers goods were of course continued, and the Rogers Brothers reputation for good goods and fair dealing was jealously guarded and grafted onto the more modern business of this company.

97. The atmosphere of the times around 1847 was studied carefully, and transferred to the advertising of the 20th century, thus appealing to the popular belief that, in merchandising at all events, those times were better than these. Many of the people who buy largely of silverware are quite likely to be at or past middle life. Even the silver for "newlyweds" is often bought by the parents, or even by the grandparents. People at about middle life, or past, think much of the "Good old times." They are inclined to believe that the merchants who served their fathers were better, that the manufacturers of those days made better goods.

This sentiment is well understood by good merchants and manufacturers. They do not try to combat it. They study it and turn it to account. This is why this company has woven into its advertising the 1847 motive so persistently and so attractively.

98. Capitalizing the Past.—The advertising of this company has played up the 1847 motive very shrewdly and interestingly. The advertising manager has delved in the records of old New England to very interesting purpose. He has brought to light a mass of delightfully interesting social and business information about that period, and has so adroitly utilized it as to have given his advertising a very distinct character of its own. It has not simply declared the qualities of the International silver, but it has appealed to the literary and historical tastes of people who have seen it, and it has always had this extra-advertising quality of interest and charm.

Out of this idea of hitching the modern concern up with the reputation of the ancient house has come a very charming 1847 girl, who is as pervasive and bewitching as Phœbe Snow, of the Lackawanna railroad. She has manifestly nothing to do with the silverware made by this company, and that is one reason why she has proved to be so valuable as an element of the advertising. She has helped, by her dainty personality, to get the silver idea into the minds of a great many people whose interest would not have been attracted by an ordinary advertisement. She is as charming, in a different way, as the wholesome Dutch girl who is so patiently, and so smilingly, serving Baker's chocolate. It is hard to estimate the value of a touch of pure charm, such as these three advertising girls—Phœbe Snow, the Dutch chocolate girl, and the Rogers 1847 girl—in an advertising campaign, but it is great.

99. Living Up to the Advertising.—It is the policy of the International Silver Company to live up to its advertising. Therefore, its advertising is very carefully planned and used. It is difficult to prepare, because the constituent companies forming the International company retain their fundamental and original policies. They are managed very much as they were when they were independent. They make different goods, of different values. One may make solid silver, standard in design and quality. Another may make good or low-priced plated ware, while still another may make specialties for jobbers or other distributors, which get into the consumers' hands

A New Pattern—OLD COLONY
The Old Colony is the highest achievement attained in silver plated ware. The design possesses individuality without sacrifice of simplicity or purity of outline. The pierced handle deserves especial attention. Appropriate for any time and place, it is pre-eminently fitted for Colonial and Old English dining rooms. Like all
1847 ROGERS BROS.
"Silver Plate that Wears"
it is made in the heaviest grade of silver plate, and is backed by the largest makers in the world, with an unqualified guarantee made possible by the actual test of 65 years.
Sold by all leading dealers. Send for illustrated catalogue "
MERIDEN BRITANNIA COMPANY, Meriden, Conn.
(International Silver Co., Successor)
New York Chicago San Francisco Hamilton, Canada

FIG. 12

Reduced from standard magazine page size

with the maker's mark, or some special stamp of the dealer handling the line; and the factory making the line is named in the advertising, as well as the International company.

This condition makes it possible to individualize the goods of any factory, or of the International company itself. It also makes it difficult to preach comparative quality. The product of the factory making solid wares must not be praised at the expense of the plated wares turned out by another factory; nor must these latter goods be exalted at the expense of the lower-priced product of the factory making specialties for souvenirs or prizes.

100. Restrained Policy.—To some of the vivid advertisers of today the modest and restrained policy of this company doubtless seems tame, and possibly ineffective. The record does not sustain such a view.

101. Since its organization the business of the International Silver Company has practically doubled. In some localities, and as regards certain lines of goods, it has more than doubled. And it is to be remembered that it was a large, prosperous, well-organized and shrewdly conducted business when the amalgamation took place. The increase has all come as a result of the marketing policy of the company; and the advertising is, and always has been, one of the chief elements in this policy; not, let it be always remembered, *the* chief, or controlling, element. The advertising has never dominated the selling or the manufacturing policy.

102. Value of Beauty.—It will be seen, by reference to the advertisements reproduced, Figs. 12, 13, and 14, that the chief characteristics of the advertising of the International Silver Company are beauty of form and illustration, simplicity and brevity of the text, and individuality. There are no special novel effects, yet there is a very high degree of distinction. The Rogers 1847 girl is always in evidence, and there is often a bit of alluring interior shown. There is the attraction of this character of decorative illustration, leading to charming pictures of two or three pieces of silver; there is the brief and

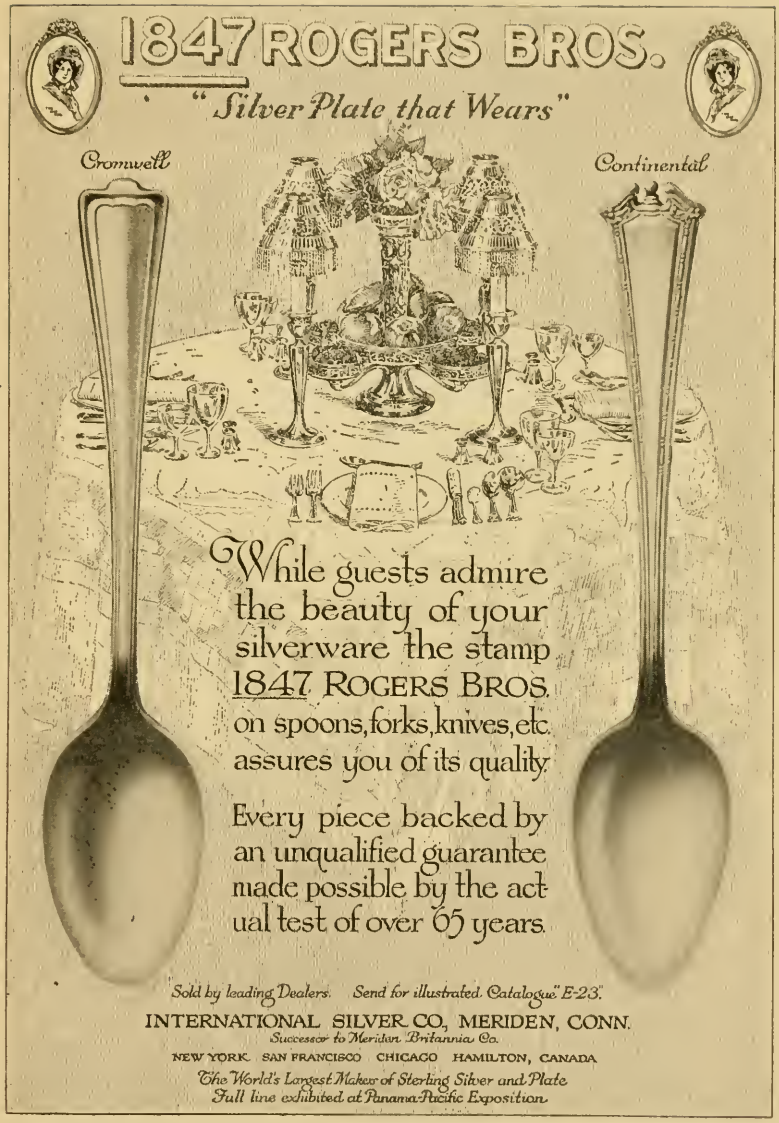

1847 ROGERS BROS.
"Silver Plate that Wears"
Cromwell
Continental
While guests admire the beauty of your silverware the stamp 1847 ROGERS BROS. on spoons, forks, knives, etc. assures you of its quality
Every piece backed by an unqualified guarantee made possible by the actual test of over 65 years
Sold by leading Dealers. Send for illustrated Catalogue E-23.
INTERNATIONAL SILVER CO, MERIDEN, CONN.
Successor to Meriden Britannia Co.
NEW YORK SAN FRANCISCO CHICAGO HAMILTON, CANADA
The World's Largest Makers of Sterling Silver and Plate
Full line exhibited at Panama-Pacific Exposition

FIG. 13

Reduced from standard magazine page size

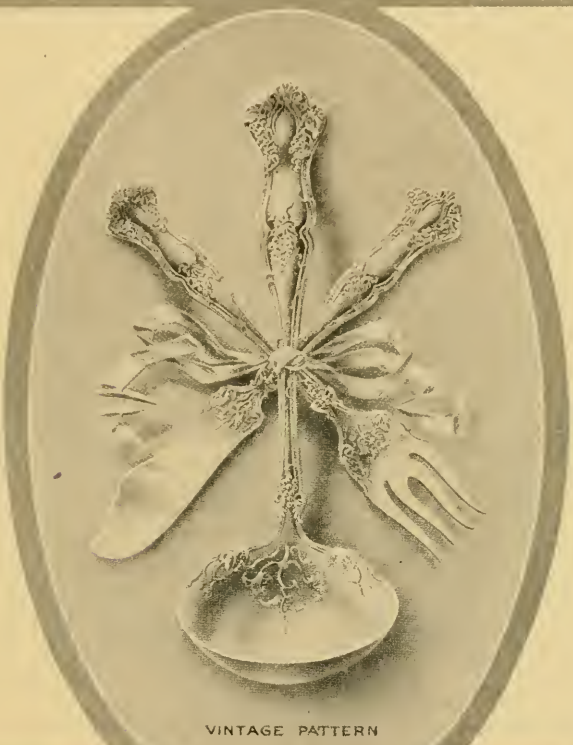
explicit text, inviting in its substance and inferences, but not at all insistive in its nature. The period illustration attracts pleased attention, the object illustration suggests the goods, the text makes the argument—the three major elements in the efficient advertisement.

103. Advertising All the Time.—The policy behind the advertising is simple. It is to advertise all the time, and in a large number of good mediums. The advertisements are usually full pages in the national mediums and trade papers, and they are given preferred position when possible—back pages in full color, inside pages if back pages are not available. Periodically $10,000 is paid for a fourth cover of one general medium, and Advertising Manager Snow says it is the best advertising he does. The copy is written for women rather than for men, even when the advertisement is placed in periodicals read chiefly by men. The trade papers are used to keep in close touch with the dealers. The country papers are used for general publicity purposes, and to spread the knowledge of the Rogers Brothers 1847 silverware widely.

104. Cultivating the Dealers.—A great deal of attention is given to the dealers, and the advertising is all very carefully exploited with them. Advertising for dealers' use is prepared and furnished to them in plate form, free. They are given a great variety of other advertising material, and are helped in their window dressing, etc. All progressive advertising manufacturers now help the dealers in many ways. This company is thinking of some new way often enough to keep the dealers feeling friendly toward it.

The company keeps men in the field for the special purpose of visiting the dealers and helping them, if opportunity offers. These men do not sell goods. They give their whole time and talents to the dealers' interests. They do not insist upon working for the International silver, through dealers. They are ready, and able, to advise upon any merchandising problem, and they do that all the time. They are able to map out a complete selling, buying, advertising, working policy for any merchant who needs such assistance.

"Silver Plate That Wears"



VINTAGE PATTERN

Beauty *Quality*

The "Vintage" is one of the most popular patterns that ever bore the trade-mark

"1847 ROGERS BROS."

This brand of silver-plate is the gradual development of nearly sixty years' experience—Rogers Bros. being established in 1847. There are imitations of our patterns, as well as the trade mark. See that you procure the genuine, sold by leading dealers. Write us for catalogue "S-28."

MERIDEN BRITANNIA CO., Meriden, Conn. (International Silver Co. Successor).

FIG. 14

Reduced from standard magazine page size

105. The Ideal Relations.—This campaign is notable as an example of the ideal relation of advertising to a broad and acute policy of marketing, where stability and natural growth are sought, rather than spectacular but insecure progress.

106. Quality and Truth in Advertising.—The advertising value of quality has always been known to be great. That is what has led to much of the misleading advertising. The assertions in advertising which are not justified by the goods are what constitute fraudulent advertising, and it is against this misleading advertising that the great campaign for "Truth in Advertising" has been launched by the Associated Advertising Clubs of the World. But it is not the readers of advertising who are the most severely damaged by misleading advertising, after all. It is the advertisers themselves. They are waking up to this truth, and now it is the large and intelligent advertisers who are doing the most to lift advertising out of its early reputation and to establish it upon a reputable business basis. It pays better to tell the truth in advertising. So we find some of the more interesting and productive general advertising campaigns based upon this shibboleth of truth in advertising, and that the goods of the big advertising concerns are being brought up to the maximum of the statements made in advertising. These advertising campaigns have a very great social and economic value, apart from their value in selling goods for the advertisers.

IMPERIAL COFFEE CAMPAIGN

107. As an example of another plan that might be employed to reach the general public, a campaign will be outlined based on the following assumed conditions of the Mexican-American Coffee Company.

108. Former Trade Channel.—The company has for years been selling its coffees in bulk through commission men and jobbers, has never attempted to popularize any of its goods as a distinct brand. Selling in bulk at a low figure to the jobbers, the product has gone direct from the jobbers to large

retailers and has been sold to the consumer merely as coffee of three grades—"cheap," "good," and "best." Being sold without special name, the coffee has established no permanent market for itself. Whenever the retailer could buy bulk coffee a little cheaper than the coffee of the Mexican-American Coffee Company, he bought it and sold to his regular customers without any difficulty. As the customers did not know what coffee they had been buying, unless the new coffee was decidedly inferior in taste, the change from one to the other was easy for the retailer. This made the trade of the Mexican-American Company uncertain—made the demand for its goods dependent entirely on the price they made the jobbers. They had no hold on the consumer; the consumer belonged to the retailer, the retailer to the jobber, and the producer of the coffee got what he could.

109. Plans of the Company.—The company owns large coffee plantations in Mexico, which include some unusually high plateaus that produce coffee of a superior grade. An altitude of between 3,000 and 4,000 feet is necessary in order to produce the best flavor in coffee. The company decides to popularize this high-land grade, to give it the name of Imperial Coffee, and to sell it in air-tight tin cans holding 1 pound each, the retail price to be 45 cents a pound.

110. Selling Points and the Marketing Methods. There are many good selling points connected with the product and marketing methods of this company. Firms engaged in roasting coffee for the trade enter the open market each season to find among the importations of new crops something that matches as closely as possible the grades they marketed the preceding season. This matching, though not always impossible, is very difficult, as a buyer may secure a portion of a certain crop this season, while next season that crop may go elsewhere, and the best the buyer can do is to produce a blend that may come near the original but is not exactly the same in flavor.

The Mexican-American Company, marketing the product grown on its own soil, is able to provide the consumer with

the same grade of coffee year after year. Having its own labor on the coffee plantations, the company can pick the coffee berries at various intervals all through the bearing season and get them at just the stage of full ripeness, making the coffee more nearly uniform than it would be if the crop were picked only two or three times during the season and many green and overripe berries were gathered.

111. The coffee bean is merely one kernel of a berry much like a cherry in size and color. There are two kernels to each berry, and the berries grow in clusters. As the berries are gathered by the native pickers daily on the Mexican-American plantations, they are brought in and soaked in water overnight to soften the pod. On the following day, they are run through a pulping machine, which removes the outer skin, or pod. Then they are placed in a fermenting vat, where they are acted on chemically for from 24 to 30 hours, so as to loosen the pulp. The berries are then run through an immense tank, where they are thoroughly cleansed by a washing process, still, however, leaving the coffee bean incased in the inside hull, or parchment, as it is called, though the outside pulp has been washed off. This parchment entirely encloses the bean and serves as a protection.

A gravity process is employed, by means of which the coffee, after being pulped and washed, is carried by the flowing water through a cement channel, or trough. The perfect beans, which are heavier, go to the bottom, while the dead, or imperfect ones, rise to the surface and are carried away. This leaves only the perfect product for marketing. The coffee is then spread on an immense cement floor in the open air, where it is partly dried in the sun. Next it is placed in steam dryers, and after being thoroughly dried and still in the parchment, it is sacked ready for shipment. All this work is done on the plantation, in a large coffee-curing establishment equipped with modern machinery. The result is that Imperial Coffee, from the gathering of the berries to the shipping of the beans, receives the most careful attention and treatment.

To send the coffee incased in the hull, or parchment, to the roasting plant is expensive, but the result is a better coffee.

Green coffee readily absorbs dampness, and unless it is handled carefully while in transit, keeping it apart from the rest of the cargo from which it could become contaminated by the absorption of odors, its fine flavor will be destroyed. For this reason, Imperial Coffee is shipped in the parchment, and much care is exercised in securing its transportation in vessels that are sanitary and have good facilities for keeping the green coffee uncontaminated.

112. While these careful methods have been followed for years, the concerns that purchase and roast coffees for the trade have not been willing to pay the Mexican-American Company what it feels it should have for this high-grade product. The company has therefore built a roasting plant of its own near New York City, with a view to beginning an advertising campaign, and playing a leading part in the marketing of its coffee.

When the crop is received at the roasting establishment, the hull, or parchment, is removed by special machinery manufactured for that purpose. The green coffee is then spread upon clean floors and allowed to remain there until it is thoroughly dried and aged sufficiently to be roasted. It is roasted in immense cylinders under the direct supervision of an expert, who examines it constantly, as it must be removed the moment that it reaches a certain shade of brown. These cylindrical roasters allow only a minimum amount of the aroma to escape. After being cooled, the roasted coffee goes into a packing room, where it is weighed and packed in cans ready to be boxed, or crated, for shipment to the trade.

Roasted coffee easily loses its strength and aroma. To prevent this loss, Imperial Coffee is put up in tin cans that are carefully sealed. These packages are air-tight and moist-proof, and are made square and with screw tops to secure distinctiveness.

These facts are related, because they should be incorporated in the literature of the company in detail and as interestingly as possible, and also because they have an important bearing on the selling plan.

113. New Trade Channel.—As this company is one of large capital, it will not be forced to cover the United States

by cities or by states, but it may begin with a campaign covering the entire country.

While coffees are sold by some large general supply houses direct to the consumer, it is obvious that this company should continue to have its products go through the hands of the retailer. Instead of having a mere executive office in New York, however, it is planned to have a general office there, to cut out the broker, and to organize a sales force to deal direct with jobbers and retailers. While it would seem to be a shorter route to the consumer if the company sold direct to the retailer, it must be remembered that grocers buy regularly from certain jobbers or wholesalers and are predisposed toward buying from these concerns. Furthermore, the jobbers and wholesalers, with their varied lines of goods to sell, can afford to send salesmen into territory where the salesmen of a specialty cannot afford to go. Therefore, while the Mexican-American Company may have its own salesmen to cover the grocery trade in all cities and towns of fair size, it is thought best to have all orders supplied through jobbers—to have the Mexican-American Company salesmen, when an order is secured, turn the order over to the retailer's jobber. In this way, the company, while paying a jobber's profit, will get the benefit of the jobber's cooperation and the assistance of his salesmen.

114. Creating the Demand.—Assuming that the product will be ready for sale in attractive packages when advertising has made sales possible, and that a sales force will be ready for business, the important question is how to create a demand for Imperial Coffee.

Both men and women drink coffee, one perhaps as much as the other, but the man's preference in the case of an article of the kind is often the deciding factor. Impress a man, and he will likely suggest to his wife, his mother, or his housekeeper that she try some of the coffee. Therefore, mediums reaching both men and women may be used to advantage, though the campaign should be directed more particularly to women, since they are the usual purchasers of such goods. As persons at the head of homes are more likely than others to

select the kind of coffee they drink, publications of the "family-circle" kind are the best for the advertising. The coffee is not of the cheap variety, yet it is not too costly for the average family to buy; hence magazines reaching the great middle class may be used.

The following list is made up: Eight-inch advertisement in *Good Housekeeping;* 7-inch advertisements in *The Delineator, Ladies Home Journal, Woman's Home Companion, Today's Magazine for Women, American;* 7-inch advertisements, twice a month, in *Christian Herald, Collier's,* and *Literary Digest.*

Probably no two advertising men would make up the same list for a campaign of this kind. The truth is that many of the general magazines are read by much the same class of people, and unless the advertiser has money enough to advertise in all, which might give more duplication than would be desirable, he must merely make a selection, using those that he believes reach the largest number of possible consumers at the lowest rate. That a magazine is not in the list of mediums used does not always indicate that it would not be a good medium for the advertiser; he may not have appropriation enough to use all promising mediums. Some advertisers alternate; that is, use *Munsey's* one month, *McClure's* the next, then back again to *Munsey's,* and so on through many of the magazines, in this way reaching a more varied audience than they would otherwise.

Using the rates in force at the time of the publication of this Section, the space in the foregoing list would cost approximately $4,500 per month, assuming that the advertising would be continued through the year, and that the advertising agency retained the full commission allowed by the publishers.

115. Selling Plan.—Mere advertising would be a long time in creating a universal demand for Imperial coffee. People are using other brands with more or less satisfaction; they know nothing of the new brand by its name, and the advertiser will have to take the initiative, unless he is prepared to drive ahead with big advertisements and by sheer force compel retailers to buy. A way of taking the initiative would be to

send the interested consumer a sample quarter-pound can, and in order that the effect of this sampling may not be lost, the sample can may be sent on condition that inquirers will give their grocer's name and address. This gives the advertiser opportunity to bring pressure to bear on the grocer. He may inform the grocer that one of his customers is interested in the coffee and agree, if the grocer will place a small order, to give inquirers, for a limited time, orders on him for a free pound can, the grocer to be reimbursed by the company for all cans thus given out. This idea is good, because a free small sample will make the advertising bring more inquirers, and the free pound cans will make many friends for the coffee. While this method costs the advertiser something, the price of $1\frac{1}{4}$ pounds of the coffee amounts to little if a regular purchaser is gained. The user of a pound will surely give the coffee a fair trial; the result depends only on the merits of the goods.

If the trial of the coffee proves satisfactory, the inquirer is likely to specify Imperial when more coffee is needed, and a customer has thus been gained. If the customer asks for the Imperial Coffee and is satisfied with no other, the grocer has no option but to supply the demand or risk losing trade, and if the grocer asks his jobber to supply Imperial the jobber will lose no time in filling the order.

116. Style of Copy.—A series of advertisements should be used for advertising Imperial Coffee. Fig. 15 shows a specimen of appropriate copy. This is one of a series of 8-inch magazine-column advertisements. Another advertisement could emphasize the feature of shipping in the hull, or parchment, and so on. A neat booklet, giving an interesting description of the company's coffee lands, particularly of its high plateaus where Imperial Coffee grows, the methods of gathering and preparing for shipment, the roasting plant and processes, etc., would supplement the magazine advertising strongly. A color cut could be used, showing a coffee tree well laden with the ripe coffee berries. This booklet should be sent to each inquirer. One or two coffee beans enclosed in the original hull, or parchment, would, if sent along with the booklet, prove

Coffee
Fit for
a King
IMPERIAL
COFFEE
FULL POUND
HIGHEST GRADE
HIGH-LAND COFFEE
MEXICAN-AMERICAN COFFEE CO.
Mexico, and New York, N.Y.
The best coffee grows on the plateaus of the coffee lands. Most coffees are from low-land trees and are of only medium grade. Hitherto, the high-land coffees have been held for special trade. The maturing of our extensive mountain crops enables us to offer Imperial Coffee, a high-grade, high-land coffee, at a price just a little higher than that of ordinary coffee.
IMPERIAL
"Costs a Little More But It's Better"
Makes rich, brown, fragrant coffee lacking in bitterness and has a delicate flavor all its own. Goes farther than ordinary coffees. Economical in the end. Shipped from the plantations in the hull, so that no odors may be absorbed. Roasted in our own roasting plant, under expert supervision and by a process that keeps the aroma in the berry. Packed only in 1-pound, air-tight, square, screw-top, tin cans. Price, 45 cents. Accept no substitute.
Sample Can Free
We want you to try Imperial Coffee. Send us your name, address, and the name and address of your grocer, and receive free sample can, interesting coffee booklet, and specimen bean in original hull
Mexican-American Coffee Co.
2018 Third Avenue, New York, N. Y.

FIG. 15

Reduced from 8 inches, single column

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educational, and increase interest in Imperial Coffee. This history of Imperial, from the time it is gathered from the mountain coffee trees by the native pickers to the delivery to the consumer, can be made as interesting as a magazine article.

117. It is not necessary that all the sales work among grocers be carried on by the company's special salesmen or by the jobber's salesmen. In addition to a sales force sufficient to cover the jobbers and the principal grocers of the larger towns and cities, and the regular salesmen of the jobbers, the sales of Imperial should be helped by a good correspondence department in charge of an expert correspondent. This department should follow up the advertising vigorously with form letters and special letters to grocers and jobbers, and make use of good folders and cards.

Good window cards and store signs should be made up for the grocers. Some competent demonstrators should be engaged to go

from city to city, demonstrating Imperial; and arrangements should be made with large grocers of each city to give space for a day for the demonstrator to make and serve Imperial Coffee free to his customers as they come in, all sales made by the demonstrator to be credited to the retailer, of course. A clever demonstrator can, without undue insisting, sell many pounds of coffee in a day. Reading notices in local newspapers help these demonstrations, reaching many persons that do not see the magazine advertisements.

Such a plan as this would probably have to be changed in some of its details as it is put into effect. When the coffee is well established in a city, it would be well to stop giving away samples. In time, the trade of the advertiser might be such as to enable him to "eliminate the jobber" and to deal direct with the retailer by correspondence and through occasional visits of salesmen, for, when demand has been created, continued good advertising will keep up trade.

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NOTE.—In this volume, each Section is complete in itself and has a number. This number is printed at the top of every page of the Section in the headline opposite the page number, and to distinguish the Section number from the page number, the Section number is preceded by a section mark (§). In order to find a reference, glance along the inside edges of the headlines until the desired Section number is found, then along the page numbers of that Section until the desired page is found. Thus, to find the reference "Advertising appropriation, §22, p3," turn to the Section marked §22, then to page 3 of that Section.

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